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ABSTRACT

In 1981, a study was undertaken for the City Colleges of Chicago (CCC) to compare CCC's faculty personnel practices with those of 30 other urban community colleges. Twelve areas of concern for future bargaining negotiations were studied: (1) faculty salaries; (2) overload compensation; (3) compensation for substitution; (4) nature of administrative structures; (5) role of department chairpersons; (6) released time for union officers; (7) faculty workload; (8) restrictions on the use of part-time faculty; (9) constraints on class size; (10) limitations on outside employment; (11) leaves of absence; and (12) fringe benefits. Telephone and mailed surveys and document analyses revealed that CCC was at the upper end of the scale in terms of salaries and compensation for overload, substitution, and summer work; that the faculty teaching load was relatively low; that union activities were subsidized at CCC to a greater extent than at other colleges; and that on 14 issues CCC was found to be a more liberal employer than the other schools, on 19 issues just as liberal, and on two issues less liberal. Based on the study it was recommended to increase faculty workload, employ more part-time faculty, encourage early retirement, remove limitations on class size, eliminate smaller departments, and reduce released time for union activities. Appendices include data on levels of unionization, college profiles, bargaining agreements, and part-time faculty. (HB)

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THE CITY COLLEGES OF CHICAGO

FACE THE 1980s

A Five Year Comparative Look At Faculty Personnel Practices at 31 Urban Community Colleges

A Report to the
Board of Trustees of the
City Colleges of Chicago

31 December 1981

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31 December 1981

LETTER OF TRANSMITTAL

Dr. John W. Taylor, Chairman
Board of Trustees
Community College District No. 508
City Colleges of Chicago
180 North Michigan Avenue
Chicago, Illinois 60601

Dear Dr. Taylor:

Last July, at the request of the Chairman and Board of Trustees of the City Colleges of Chicago, the Academy agreed to undertake a five-year update of the comparative study of faculty personnel practices at selected community colleges originally done in 1976. As the staff who conducted this revision, we are pleased to transmit this report.

The Academy agreed to study the following twelve areas of concern:

- Faculty salaries
- Overload compensation
- Compensation for faculty members who substitute for members who are absent
- Nature of the administrative structure
- Role of departmental chairpersons
- Released time for union officers
- Faculty workload
- Restrictions on the use of part-time faculty
- Constraints on class size
- Limitations on outside employment
- Leaves of absence
- Fringe benefits

In accordance with this agreement, the Academy surveyed by letter, telephone, and documentary analysis 30 other community colleges across the United States. We also commissioned analyses from the National Center for the Study of Collective

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Bargaining in Higher Education and the Professions. The findings are detailed in this report and used as the basis for our recommendations for future contract negotiations.

We hope that this document proves useful as the City Colleges of Chicago face the challenging problems of negotiating their next contract.

Sincerely,

Alvin C. Eurich
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SUMMARY OF FINDINGS

In the 1981 report, as in the 1976 survey, the City Colleges of Chicago is one of the most generous employers in the group of 31 urban institutions examined in this study. Specifically:

1. In contrast to the other community colleges, the City Colleges of Chicago continue to be at the upper end of the scale with regard to such major economic issues as salary and compensation for overload, substitute, and summer work.

In annual salaries, the maximum base of $35,096 provided for in the 1981-82 contract ranks CCC second among neighboring community colleges in Illinois, fourth among ten of the largest community colleges in the USA, and fifth in a representative group of 31 urban community colleges accross the country.

City Colleges' maximum overload compensation of $1,097 per contact hour makes Community College District No. 508 the second highest paying community college in the survey. Surpassed only by Milwaukee Technical (where overload is very rarely allowed), Chicago pays $218 more per contact hour than third ranking Moraine Valley, a neighboring Illinois institution.

In compensation for substitute work by full-time faculty, Chicago, paying a maximum of $40.63 per contact hour, is second only to Henry Ford Community College which pays a maximum of $50.02 per contact hour. This figure is $11.33 more than that paid by third ranking Los Angeles Community College.

2. No other community college studied in this survey assigns its faculty such a light teaching schedule as the City Colleges. The mode at all institutions analyzed is 15 contact hours a week per semester, whereas at CCC the workload is 12-13 contact hours per week and 24-26 contact hours an academic year.

3. The City Colleges of Chicago make modest demands on their faculty. In addition to the lightest workload, a minimal requirement of four office hours per week is in effect. The norm is five.

4. The current contract negotiated by Community College District No. 508 subsidizes union activities to an extent not equalled by the other colleges in the study. In addition to providing a two year unpaid leave of absence for

the union president, the Board grants up to six members of the Negotiating Committee 50% paid released time during the period of negotiations. The Board also grants paid leaves of up to one week to as many as 12 union members acting as official delegates to attend the annual AFT convention. On top of that, 21 contact hours in released time are granted systemwide for union purposes.

5. Although Chicago, Morton, Thornton, Triton, and William Rainey Harper have the same bargaining unit, Local 1600, vast differences exist in their contracts regarding the major issues.

Maximum base compensation ranges from $29,160 (Morton) to $35,096 (Chicago). Differences in overload compensation are outstanding: $1,097 per contact hour at Chicago, $262.20 at Morton. Morton, Thornton, and Harper require faculty to teach 15 contact or credit hours per semester, while Chicago requires only 12-13. Department chairpersons are bargaining unit members only at Chicago, Triton, and Morton. All five colleges give chairpersons released time for administrative duties, but only Triton grants supplementary compensation, in addition to released time, to department heads.

The City Colleges emerge from the Academy's detailed analysis as a most liberal employer. As the following charts illustrate, on 14 issues CCC is more generous or liberal than the 30 other colleges studied, on 19 issues just as liberal, and on only two issues less liberal.

Compared with ten large urban community colleges, Chicago is more generous on 12 issues, equally so on 17 issues, and less generous on four concerns.

THE CITY COLLEGES OF CHICAGO COMPARED WITH 30
URBAN COMMUNITY COLLEGES

Table 1

14 ways in which CCC is MORE GENEROUS	19 ways in which CCC is EQUALLY GENEROUS	2 ways in which CCC is LESS GENEROUS
Salary	Released time for dept. heads	Additional compensation for dept. heads
Workload	Limits on outside employment	Number of sabbaticals given
Office hours	Sabbatical eligibility	
Summer work compensation	Years between sabbaticals	
Overload compensation	Pay for sabbaticals	
Number of faculty permitted on sabbatical	Return service to college	
Sick leave accumulation	Sick leave	
Bereavement leave	Personal leave	
Paternity leave provision	Jury duty	
Vision insurance	Paid military leave	
Malpractice insurance	Leave for professional meetings Reimbursement of expenses	
Released time for union activities	Maternity/Parental leave	
Group auto insurance plan	Professional leave	
Home owners & renters group insurance plan	Special leave	
	Extended military leave	
	Health insurance	
	Life insurance	
	Dental insurance	
	Compensation for substitute work	

THE CITY COLLEGES OF CHICAGO COMPARED WITH 10
LARGE URBAN COMMUNITY COLLEGES

Table 2

12 ways in which CCC is MORE GENEROUS	17 ways in which CCC is EQUALLY GENEROUS	4 ways in which CCC is LESS GENEROUS
Salary	Provision for part-time faculty	Extra compensation for dept. heads
Workload	Sabbatical eligibility	Number of sabbaticals given
Overload compensation	Years between sabbaticals	Personal leave
Substitute compensation	Sabbatical pay	Dental insurance for dependents
Released time for union activities	Return service to college	
Office hours	Sick leave	
Paternity leave provision	Sick leave accumulation	
Health insurance for dependents	Bereavement leave	
Vision insurance	Paid military leave	
Malpractice insurance	Leave for professional meetings Reimbursement of expenses	
Group auto insurance plan	Maternity leave	
Home owners & renters group insurance plan	Unpaid professional leave	
	Special leave	
	Extended military leave	
	Health insurance	
	Life insurance	
	Dental insurance for employee	

THE CITY COLLEGES OF CHICAGO COMPARED WITH 7
COMMUNITY COLLEGES IN ILLINOIS

Table 3

12 ways in which CCC is MORE GENEROUS	16 ways in which CCC is EQUALLY GENEROUS	4 ways in which CCC is LESS GENEROUS
Salary	Released time for dept. heads	Number of sabbaticals given
Workload	Office hours	Sick leave
Summer work compensation	Use of part-time faculty	Personal leave
Substitute compensation	Sabbatical eligibility	Limitations on outside employment
Released time for union activities	Years between sabbaticals Pay for sabbaticals Return service to college	
Bereavement leave	Jury duty	
Paternity leave	Leave for professional meetings Reimbursement of expenses	
Sick leave accumulation	Special leave	
Vision insurance	Military leave	
Malpractice insurance	Unpaid professional leave	
Group auto insurance	Maternity/Parental leave	
Home owners & renters group insurance plan	Health insurance for employees and dependents	
	Life insurance	
	Dental insurance	

RECOMMENDATIONS

The data gathered in the Academy's survey--which are based on contracts and policies valid through 1982, 1983, or 1984--show that overall Chicago still ranks quite high among the community colleges both in salaries and benefits.

The Academy recognizes that it may be difficult for both sides immediately to renegotiate areas that have already been written into the Agreement.

Given the ever increasing costs of operating a highly labor-intensive institution of higher education, and public disenchantment with rising taxes, the Academy again suggests that the administration negotiate a number of changes which are designed to maximize services, increase productivity, and bring costs in line with national or regional norms. Only in this way can CCC be deemed to be held accountable for its public trust.

The Academy recommends that, in the next series of negotiations, the administration concentrate on those issues on which CCC is perceived as more generous when compared with other urban community colleges (Tables 1-3). The result ought to be a series of provisions that increase faculty productivity, provide equitable compensation,

and lead to greater accountability.

Among the changes in the current Agreement that the CCC administration should seek to bring about are the following:

1. Increase the course load. The Academy's data, which include a perusal of 66 contracts for two-year colleges, (from a printout of data from 66 two-year college contracts representing 66,757 employees, from the contract collection maintained by the National Center for the Study of Collective Bargaining in Higher Education and the Professions, prepared expressly for the Academy, November 16, 1981), and a detailed analysis of practices at 31 two-year institutions, show that the 12-13 contact hour limit on course load is out of line with the practice of virtually all community colleges studied across the country. If the class size were of sufficient magnitude to offset this lighter course load, then this recommendation would be unnecessary. This is not the case, however. Therefore, in the next Agreement, the administration should strive for a 30-33 contact hour rather than a 24-26 contact hour load for the academic year (15-17 contact hours each semester). Loads for physical

education, counseling, and library faculty should be increased concomitantly. The variable teaching load provision of the Agreement should be retained, for it gives maximum flexibility.

This increase in load would permit greater flexibility in assigning courses, increase productivity by 20 percent, and could result in an annual saving of $6,574,780 in salaries, and an additional $1,050,160 in fringe benefits.

If the district desires, an increase in workload can allow for, among other things, salary increases to be paid for out of this increased productivity which could offset losses in overtime income.

Moreover, the increase in course load could be accompanied by a clause guaranteeing that no tenured faculty would lose his or her position solely because of this provision. In this way, job security could be maintained, as could affirmative action achievements.

Currently, approximately 350 full-time faculty members, or almost one-third of the total, teach overtime courses for which they receive additional compensation,

diminishing the argument that it is not possible to mandate 15 hour workloads without decreasing the quality of instruction delivered by the full-time faculty.

If the institution chose not to effect the entire savings indicated above, and chose to guarantee job security for full-time faculty members, it could do so by:

a. decreasing some of the lectureship positions in non-specialized areas;

b. reducing the need for overtime paid to full-time faculty members who are currently earning it at CCC; and

c. reducing the need for some additional summer salaries by having full-time faculty pick up part of their annual load in the summer, at least until there is sufficient attrition to grant full-time teaching schedules during the year.

An increase in the load might also allow for enrichment through:

a. in-service education

b. special assignments

c. provision of coordinators

d. curriculum development

e. sabbatical leaves

2. Consider encouraging early retirement. Additional savings might be generated by encouraging early retirement. This would allow for the introduction of new members into the faculty, job security for the remaining faculty members, affirmative action efforts, etc. The Academy estimates that if roughly 26 percent of the faculty members at CCC are over age 55, the next fifteen years will see approximately 360 new faculty members or an average of 24 per year. This represents quite a challenge to Chicago. If CCC chose to replace some of these retired faculty with adjunct faculty, the savings would be augmented further. It is recommended that a program of early retirement should be implemented but, to avoid cutting ties abruptly, faculty members should be permitted to teach several sections a year on a part-time basis, in accordance with Illinois pension law.

3. Employ more part-time faculty members. Except at the Chicago Urban Skills Institute, the use of part-time faculty members at CCC is much less than at any other institution studied. It is laudable that CCC believes that full-time faculty are more loyal to the institution and provide greater continuity, but, in addition

to providing greater ability to employ specialists, greater flexibility is gained through the employment of adjunct faculty members. Certainly the rather small percentage of faculty who are adjuncts (the smallest among all institutions in this study, as can be seen from data in Appendix E) should be increased if other (workload) recommendations are not followed. Such a pool of employees would provide a group for future full-time selection with opportunity for implementing affirmative action, etc.

4. Review the full- and part-time salary schedules. If the course load is increased as recommended above, faculty salary increases might be paid out of the savings.

   An analysis of the institutions participating in the Academy survey shows that the maximum, minimum, and average salaries at CCC are still highly competitive (Figures 1 and 2). The lighter workload results in more money paid per student hour taught.

   Good salary schedules help the institution attract and retain high-quality faculty members, and should continue -- albeit more in line with the workload of those institutions with which CCC is in competition.

The Academy's recommendation is designed to take into consideration the fiscal realities of the CCC system as well as the economic needs of the faculty and still leave Chicago's salaries near the top when compared with its counterparts.

5. Reduce the cost of overtime, substitute work, and summer teaching conducted by full-time faculty members. Since Chicago's rates in these areas are still conspicuously high, the administration should seek to realize economies here. Overtime teaching, which at present is compensated at $423-1,097 per contact hour -- rates much higher than at other similar institutions -- should be paid for either at the part-time adult education rate (ca. $20.00 per hour) or on the lectureship schedule as shown below.

CCC SCHEDULE - LECTURERS' PAY

	Category	Years of Experience	Rate per 3 Credit/ Contact Hours
Lecturer I	I-1	up to 7	$ 700
(Up to the M.A. and 29 hrs.	I-2	8 to 14	750
and/or relevant experience)	I-3	15 plus	800
Lecturer II	II-1	up to 7	$ 800
(M.A. and 30 or more hrs.	II-2	8 to 14	850
and/or specialized training)	II-3	15 plus	900
Lecturer III	III-1	up to 7	$ 900
(Doctorate and/or	III-2	8 to 14	950
specialized training)	III-3	15 plus	1000

A workable compromise would be to maintain the 75 and 50 percent pro rata share for all overload and substitute work (whether during the academic year, at night, on weekends, or during the summer), but to set a ceiling of $700 per contact hour, which would result in a significant annual savings, yet would still place the CCC faculty very much in line with other similar institutions.

If the practice of richly compensating such instruction should continue, as the financial pinch worsens, the district might be increasingly tempted to search for other alternatives such as "contracting out," which has recently been upheld in a court case involving the district. In fact, the practice already has begun at the Chicago Urban Skills Institute.

6. Change substitute requirements. Costs can be reduced further by modifying substitute requirements to make them more like those of other two-year colleges. We strongly recommend that colleagues, on a rotating basis, cover the first week of classes missed before paid substitutes are employed. Right now, attendance at conferences for more than two days requires a substitute, hence a possible reluctance to encourage and/or approve

such professional growth experience.

7. Remove limitations on class size from the Agreement. The current Agreement allows a maximum normal class size of 35 unless the class occurs after 6:00 p.m., in which case the maximum is 39. Additional restrictions and formulations to limit class size are detailed with regard to classes in English, Speech, Reading, the Basic Program, Physical Education, and Performing Arts. The Agreement stipulates that the administration must run small classes needed to complete a student's program. Such detailed restrictions inhibit successful operation of an educational enterprise.

   An analysis of class size in the contracts studied in detail for this report, as well as in the larger sample of existing contracts of 66 two-year colleges (data printout from the National Center for the Study of Collective Bargaining, November 1981), finds a variety of practices ranging from stated maxima, to unilateral administrative determination, to lack of any policy since class size frequently is not a mandatory subject of bargaining (only the effect or impact is).

   Real average class size at CCC was 27.3 during the

Spring 1981 semester and 27.2 during the Fall 1981 semester. It is important to note that these figures exclude the Chicago Urban Skills Institute, which differs from other CCC units in significant ways (e.g., faculty mix, subject matter, work week, work year, pay rates). Thus, despite the contractually stated maxima, the mean class sizes do not approach these figures. If the course load is not increased then the class size should be if CCC is to have similar total work-loads approaching those of its neighboring two-year institutions or the other two-year colleges cited in this study.

While the Agreement (Section VIII A5.) seems to permit variable sized classes, actual practice has not demonstrated this. It is the Academy's recommendation that, following national practice, class size should not be a subject of negotiation, but if it is, then a "planning norm" be the objective of both sides, with maximum flexibility allowed and encouraged.

8. Determine class size later in the semester. If the issue of class size continues to be treated in successor Agreements, the Academy believes that class size should be determined later than the eighth day of

class, which is the current policy. The State reporting date for calculation of aid to be received is the mid-point of the semester; the number of final grades reported is fewer than the mid-semester enrollment.

The Academy recommends that several combinations be considered, including averaging enrollments on the first day, eighth day, mid-point (State reporting date), and final grade reporting date.

9. Extend the practice of adding students (overloading classes) at the beginning of the semester in anticipation of later attrition. Recent practice seems to include the addition of three students to initial class enrollments, with extra payments to faculty members on a semester basis if presently stated maxima have been exceeded on the eighth day. If class size maxima are retained in the Agreement, and if this practice of "plus threes" continues, a "settling up" with each faculty member should not occur until the end of the academic year when the Spring results are also known. (Currently, "underloaded" faculty members do not make refunds of salary, so why should the institution be held unilaterally to the practice of upholding the class size maximum provisions?)

10. Require faculty members to indicate before the academic year begins the nature and extent of outside employment activities. The extent of violation of contract Section VII E., Outside Employment, is just coming to light, despite the recommendations of the Academy in 1976. In contrast to most of the large community colleges, CCC restricts outside work only to the extent that full-time faculty members may not hold a concurrent full-time position elsewhere. It seems that several concurrent part-time positions would not violate the contract. Each semester all faculty members should be required to indicate if they will be employed elsewhere, even on a part-time basis. Individual faculty member plans should then be approved by the president of the unit.

11. Reduce the amount of released time allotted to union officers and negotiators. The 1978-1980 Agreement and its successor extensions include liberal provisions for released time for union purposes. The Academy maintains that the CCC board cannot afford to continue such generosity, which exceeds the released time provided by most other community colleges, and should seek to modify these provisions accordingly.

12. Eliminate smaller departments. In 1976 the Academy noted: "In an era of limited resources and growing

operating deficits, no college can afford to support small departments. Hence, the need in CCC for a firm policy in this area." Since then some steps have been taken and CCC is applauded for these. However, progress may be slower than warranted, and another comprehensive look should be taken at the departmental situation. If workload recommendations made above are instituted, then consideration might even be given to using some of the savings to vary the released time modestly in accordance with the size of the departments.

13. Encourage the granting of sabbaticals. Although sabbatical leaves have not been awarded since 1974-1975, since the Chicago City Colleges, like most institutions of higher learning, have a real need to encourage faculty members to grow and develop professionally, it is possible to reinstitute this practice, albeit on a limited scale. If sabbaticals were restricted to full-year at half-pay (no leaves given for half-year at full-pay), it would be possible for faculty members to achieve their objectives, and for the institution to save money! Replacements could be employed either at first-step-instructor

or at part-time adjunct rates. Such sabbaticals should be given at the discretion of the administration, and should not be automatic or given solely on the basis of seniority.

14. On an annual basis, provide each faculty member with detailed cost data for his or her position. Analysis of W-2 forms, or even the rotation point lists, would indicate a well-paid faculty at the City Colleges of Chicago. It is recommended that employees be given a document each year which would show their salary, overtime pay, and the computed monetary value of each fringe benefit (similar to the sample shown on the following page). Thus, at a glance, both the employee and the district would know how much it costs to place that individual in the classroom, library, or counseling situation.

Let it be emphasized again that the institution of these provisions can serve simultaneously to increase faculty productivity, provide equitable compensation, and demonstrate greater accountability on the part of all concerned.

SAMPLE

Worth of Total Compensation for Faculty Member effective January 1, 1981 _____

I.	Base Salary	_____
Ia.	Adjunct Earnings	_____
	SUB TOTAL.	_____
II.	F.I.C.A. (Social Security)	_____
III.	Workmen's Compensation	_____
IV.	Health Insurance Program	_____
V.	Dental Insurance Program	_____
VI.	State Universities Retirement System	_____
VII.	Sick Days	_____
VIII.	Personal Days	_____
IX.	Holidays	_____
	TOTAL.	_____

INTRODUCTION

Trends in Collective Bargaining in Higher Education

Collective bargaining in higher education is no longer a new phenomenon. What began as a seemingly aberrant event at several two-year colleges in the mid-1960s has burgeoned into a movement of significant proportion. As of July 1981, nearly 40 percent of all faculty work under a collectively bargained contract.[1]

Although studied less exhaustively, non-faculty staff (custodians, craftsmen, maintenance and clerical personnel), also have joined unions in increasing numbers during these years. By January 1981, statutes in 24 states specifically permitted faculties to organize collectively. At present, faculty at 737 campuses are covered by negotiated agreements.[2] In the four-year public sector, the AFT is proving to be the most popular bargaining agent, followed by the NEA, the AAUP, and the mergers of these agents. In the four-year private sector, the AAUP has captured the greatest number of campuses, followed closely by the AFT and the

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1. Government Employee Relations Report #910, "Labor Relations in Higher Education," Washington, D.C.: Bureau of National Affairs, 1981. See also, Directory of Faculty Contracts and Bargaining in Institutions of Higher Education, New York: National Center for the Study of Collective Bargaining in Higher Education and the Professions, Baruch College, City University of New York, 1981.

2. "Fact-File: Faculty Bargaining Agents on 737 Campuses," The Chronicle of Higher Education, September 23, 1981, pp.6,8.

NEA. In the two-year public sector, the NEA is the leading bargaining agent, followed by the AFT and the Independent Agents. In the two-year private sector, where faculty unionism is rare, the AAUP, NEA, and AFT each represent several campuses. Although public two-year institutions may have been the first to accept collective bargaining for faculty, by July 1981, 60 percent of all unionized faculty worked in four-year institutions.[3]

No brief discussion of trends would be complete without reference to the Yeshiva Case (NLRB v. Yeshiva University, 444 U.S. 672, 1980). While this applies, by extension, largely to the private sector, it also has impact on the public sector.[4]

Predictors of Collective Bargaining

Research and experience now show that attitudinal and prestige variables are weak explanatory predictors of the process and outcome of collective bargaining. The key explanatory predictors are clearly institutional and

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3. Billie W. Kramer, "Institutional Limits and Campuses with Faculty Collective Bargaining Agents," Special Report #12 Washington, D.C.: Academic Collective Bargaining Information Service, 1980, p. 19.

4. Joel Douglas, "The Yeshiva Case: One Year Later," National Center for the Study of Collective Bargaining in Higher Education and the Professions, Newsletter, Vol.9, No.2 (April-May 1981), 1-8. See also Blanche D. Blank, "The Ambiguities of Winning and Losing - Yeshiva," Beyond the Falling Sky, Washington, D.C.: American Council on Education, 1981, pp. 121-129.

demographic variables, i.e., organizational size and growth, affiliation (public vs private), regional characteristics (urban vs rural), the presence of competing unions and/or bargaining agents, prior acceptability of public employees unionism, and enabling legislation.[5]

Because of these, larger campuses and/or emerging institutional systems, (i.e., public two-year and four-year college and university systems in the eastern, midwestern and, recently, far western states) are more apt to have collective bargaining. Private colleges and universities in these regions are also prone to unionization. The real action today is in the larger public, two-year college systems and public research universities in the midwest and far west. Faculty at such schools as Ohio State, Michigan State, the University of Illinois, and massive public two-year systems in California, appear to be moving in the direction of collective bargaining. Faculty at Berkeley and UCLA recently defeated a first attempt at faculty unionization by less than one hundred votes.[6]

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5. Margaret K. Chandler, Daniel J. Julius, and Thomas M. Mannix, "Is Institutional Prestige the Key Variable in Faculty Collective Bargaining?" Special Report #31, Washington, D.C.: Academic Collective Bargaining Information Service, 1977.

6. Discussions with administrators in several states.

Expectations and Outcomes of Collective Bargaining

Research and experience show that while differences still exist, expectations of faculty in two-year colleges, as compared to those in four-year colleges, are far more similar than originally thought.[7]

Faculty at both two-year and four-year institutions desire to:

a. Increase salary and fringe benefits

b. Press for job security and retraining

c. Upgrade and increase their role in institutions governance and establish greater participation in the decision-making process.[8]

Ironically, research completed during the last decade has not established that a strong link exists between salary and fringe benefit increases and bargaining agents.

7. Margaret K. Chandler and Daniel J. Julius, Faculty vs Administration: Rights Issue in Academic Collective Bargaining, New York: National Center for the Study of Collective Bargaining in Higher Education and the Professions. Baruch College, City University of New York, 1979.

8. Joseph W. Garbarino, Faculty Bargaining, New York: McGraw-Hill Book Company, 1975, and Frank R. Kemmerer and J. Victor Baldridge, Unions on Campus, A Report Prepared for the Carnegie Commission on Higher Education, San Francisco: Jossey-Bass Publishing Company, 1975.

According to the extant literature, faculty job security may be as intimately related to declining enrollments and/or legislative support as it is to the existence of collective bargaining.[9]

Faculty unionism also has tended to lift decision-making prerogatives from the campus and vest it in mediators, arbitrators, and hearing officers employed by federal or state Public Employment Relations Boards.[10] One of the conclusions of a recent study asserts that "collective bargaining enabled external agencies to influence a greater number of university decisions. . .system bargaining resulted in a further loss of autonomy which was the initial cause of unionization."[11]

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9. Robert Birnbaum, "Compensation and Academic Bargaining: New Findings and New Directions," Fifth Annual Proceedings, National Center for the Study of Collective Bargaining in Higher Education, April 1977, and William W. Brown and Courtney Stone, "Academic Unions in Higher Education: Impacts on Faculty Salary, Compensation and Promotions," Fifth Annual Proceedings, National Center for the Study of Collective Bargaining in Higher Education, April 1977.

10. William H. Lieneman and Bruce Bullis, Collective Bargaining in Higher Education Systems, Washington, D.C.: American Association of State Colleges and Universities, 1980; see also, Joseph N. Hankin, "Planning and Organization for Collective Negotiations in Community and Junior Colleges." Washington, D.C.: American Association of Community and Junior Colleges, 1977.

11. Lieneman and Bullis, loc. cit., p. 2. It is of interest to note that faculty unions continue to coexist with academic senates. See Frank R. Kemmerer and J. Victor Baldridge, "Senates and Unions: Unexpected Peaceful Coexistence," Journal of Higher Education 52(3):256-264, 1981.

Faculty unionism is not a unique phenomenon. Parallels exist between actions and organizations behavior of craft unions in the industrial sector and academic unions. Both faculty and administrators continue, however, to assert that their situations are unique and not like those found in the industrial sector.

The Impact of Bargaining Agents

Individual faculty unions, both in terms of their organizational campaigns and negotiated agreements, are far more similar than previously thought. While some differences do exist, when actual higher education contracts are examined, the "agent" variable is not a powerful predictor of the relative assertion of administrative or faculty rights in contractual areas such as appointment, promotion, reappointment, tenure, retrenchment, and long-range planning.[12]

While bargaining agreements negotiated by mergers of competing agents or independent agents account for a relatively small percentage of the total number of negotiated agreements, these agreements cover a substantial number of faculty in large, public, multi-campus

12. Chandler and Julius, loc. cit.

systems. For example, faculty at the City University of New York, State University of New York, Pennsylvania State College System, and the University of Hawaii are represented by mergers of bargaining agents. Economic and political necessities will probably engender greater numbers of mergers in the near future.

Faculty unions, regardless of affiliation, have shown a proclivity for aligning themselves with local power structures and, when necessary, competing faculty unions.[13]

The collective bargaining process and its outcomes are primarily influenced by institutional, demographic and political variables, and not by bargaining agents per se.

Faculty-Administrative Interaction

Research and experience have now shown that the impact of unionism on faculty-administrative interaction reveals little hard data and much speculation. Those concerned with power relationships in universities and community colleges have observed that administrators, notably Presidents, continue to believe that unionism resulted in an

13. Beverly T. Watkins, "Two Teachers' Groups Eye AAUP Alliance: AFT Chief Sees Union Sweep on Campuses," The Chronicle of Higher Education, July 13, 1981, p. 39. See also, Directory of Faculty Contracts and Bargaining Agents in Institutions of Higher Education, loc. cit.

erosion of their authority.[14]

Collective bargaining tends to have the following impact on faculty-administrative interaction:

a. an introduction and/or refinement of personnel classification systems;

b. refinement of evaluation procedures and criteria;

c. increased information sharing and record-keeping;

d. proliferation of veto groups on campus;

e. reduced influence of faculty senates, and increase in faculty "consultation" with the bargaining unit, particularly in institutions where faculty previously had little influence;

f. great difficulty in non-reappointment of probationary faculty.

There also has been a transformation in the methods and processes of conflict resolution. Reliance on formal authority is greater and external reviews of internal decisions are more frequent. The result has been a formalization of policies, rules and regulations, attention to procedural detail and a need for consistency of treatment in evaluations and promotions.

In the final analysis, faculty unionism is a reaction to the failure of existing structures and standards to

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14. Lieneman and Bullis, loc. cit.

keep pace with inflation and to stem the feeling of faculty powerlessness. Faculty members have mounted a defensive action to maintain the gains they have previously won, and to react to administrators whom they perceive as too eager to innovate.

METHODOLOGY

The Academy's five year follow-up of its 1976 survey of faculty personnel practices at 32 urban community colleges is modeled on the original study. An attempt has been made to duplicate the original procedures, to include the same institutions, and to present the findings in a similar manner in order to facilitate comparison of policies and to produce as meaningful a reanalysis as possible.

The survey sought to compile comparative data on twelve priority issues established by the Board of Trustees of the City Colleges of Chicago, specifically:

- Faculty salaries
- Overload compensation
- Compensation for faculty members who substitute for absent faculty
- Nature of the administrative structure
- Role of the department chairperson
- Released time for union activities
- Faculty workload
- Restrictions on the use of part-time faculty
- Constraints on class size
- Limitations on outside employment
- Leaves of absence
- Fringe benefits

Letters requesting copies of union contracts, personnel policy manuals, and staff regulations handbooks were sent to the original participants. (Because the colleges in the State University of New York system have individual Agreements and policies, the Academy chose to delete the SUNY entry in the current study. Nassau Community College, a member of the SUNY system, serves as an illustrative example. Therefore, instead of the original 32 colleges/ institutions, 31 are surveyed in this report.)

The institutions that participated in the original survey were selected as a cross-section of community colleges in the United States, 25 having collective bargaining agreements and six not. For the purposes of regional comparison, seven community colleges in the area around Chicago were included. (All institutions in the study are identified at the end of this section.)

To clarify information, the Academy spoke by telephone with key administrators at the 31 colleges, mailed follow-up letters, studied all the documentary materials collected, and reviewed the national literature. In some instances, the colleges either had no policy on a given issue or refused to divulge information because of its ostensibly confidential nature. Nevertheless, in most cases, the

Academy was successful in obtaining the pertinent information.

The comprehensive data of the survey -- all based on contracts and policies valid through 1982, 1983, or 1984 -- are set forth in tables that constitute an integral part of this study. The Academy analyzed the data to determine how the faculty personnel practices at CCC compared with those at all 31 colleges surveyed, with particular reference to ten large urban community colleges and to the seven institutions in Illinois.

Finally, the Academy recommends ways in which the City Colleges of Chicago might wish to proceed during the 1982 negotiating sessions.

31 INSTITUTIONS IN THIS SURVEY

City Colleges of Chicago*
Community College of Allegheny County*
Community College of Baltimore*
Central Piedmont Community College
Charles Stewart Mott Community College*
Chemeketa Community College*
City University of New York*
Cuyahoga Community College*
Community College of Denver
Green River Community College*
Henry Ford Community College*
Joliet Junior College*
Los Angeles Community College District*
Macomb County Community College*
Maricopa County Community College District
The Metropolitan Community Colleges
Miami Dade Community College
Milwaukee Area Technical College*
Minnesota Community College System*
Moraine Valley Community College*
Morton College*
Nassau Community College*
Oakland Community College*
Portland Community College*
Prairie State College*
Seattle Central Community College*
St. Louis County Junior College District
Thornton Community College*
Triton College*
Wayne County Community College*
William Rainey Harper College*

*Designates union contract

10 LARGE URBAN INSTITUTIONS

Community College of Allegheny County*

Charles Stewart Mott Community College*

City University of New York*

Cuyahoga Community College*

Los Angeles Community College District*

Miami Dade Community College

Nassau Community College*

Portland Community College*

Seattle Central Community College*

St. Louis County Junior College District

*Designates union contract

7 COMMUNITY COLLEGES IN ILLINOIS

Joliet Junior College*

Moraine Valley Community College*

Morton College*

Prairie State College*

Thornton Community College*

Triton Community College*

William Rainey Harper College*

*Designates union contract

COLLECTIVE BARGAINING AT CCC

A look at the Board-Union Agreements of the City Colleges of Chicago for 1975-77 and 1981-82 reveals these highlights:

1. CCC's maximum base salary for full-time faculty members has risen 25 percent in the period since the Academy's original study, moving up from $28,040 in 1976 to $35,096 in 1981.

   The minimum base salary at Chicago - $11,290 in 1976 and $13,550 in 1981 - has increased by 20 percent.

2. In 1976, overload pay ranged from $353-$876 per contact hour, based on a rate of 75 percent of the contract salary per contact hour. In 1981, the overtime rate of pay for full-time faculty remains a 75 percent pro rata portion of the base pay, a range of $423 to $1,097 per contact hour.

3. In 1976, full-time faculty who substituted for absent colleagues received a 75 percent pro rata portion of base pay, $19-$48 per contact hour. One of the Academy's recommendations to the CCC

administration in the 1976 study was to reduce that pro rata portion of the contract salary used as a basis for substitute pay. In keeping with that, the 1981-82 contract stipulates that compensation for such substitute work will be 50 percent of the pro rated regular base pay, or $16-$41 per contact hour of teaching - a decline of 16 percent for the minimum rate and 14.6 percent for the maximum. Even with the reduction in such pay, Chicago's maximum rate exceeds that of the majority of other institutions in the survey.

4. Regarding fringe benefits, in 1976 CCC provided life insurance in the amount of one-and-three fourths times the basic annual salary, with a $50,000 ceiling. No change was made in that provision in the 1981 Agreement.

   Both the 1976 and 1981 Agreements include provisions for dental and vision insurance (with the Board bearing the full cost of coverage for the faculty member) as well as opportunities to participate in a group auto insurance plan, the college and university credit union, a tax-sheltered annuity program, and a home owners and renters policy.

Unlike the earlier contract, the 1981 Agreement provides, at the Board's expense, $200,000/600,000 comprehensive malpractice insurance for all nursing faculty covered by the Agreement.

5. Unlike the 1976 Agreement, the current contract stipulates that a maximum of 12 union members, acting as offical delegates to the annual convention of the American Federation of Teachers, shall receive up to one week of paid leave for the purpose.

The following are among the more significant of the similar conditions found in both contracts:

Class size

Teaching load

Overload compensation formula

Leaves of absence

Limitations on outside employment

ANALYSIS OF ISSUES

Faculty Salaries

Chicago ranks fourth among ten of the largest community colleges across America with regard to highest maximum salaries (Figure 1). Nassau, CUNY, Los Angeles, and Moraine Valley have higher maxima; there is just over $100 difference in the maximum salaries at Chicago and Moraine Valley.

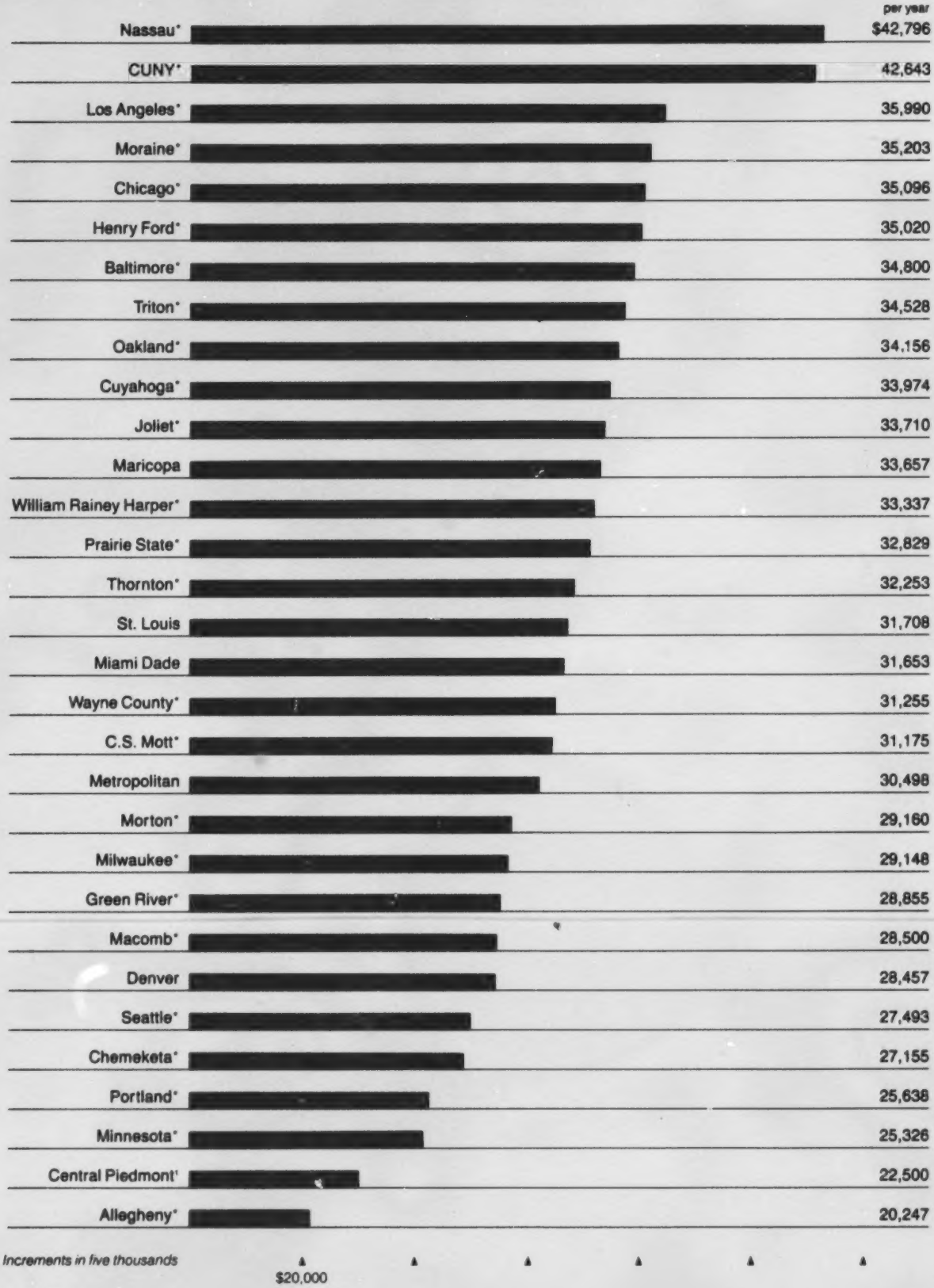
Chicago's salaries are high in all three categories studied: when compared with seven neighboring Illinois institutions, CCC stands a close second to Moraine; among the 11 large community college systems, CCC ranks fourth; Chicago is fifth in the sample of 31 systems.

Minimum salaries (Figure 2) are a slightly different case: in comparison with ten large institutions, CCC's minimum base pay of $13,550 is surpassed by Los Angeles, Nassau, Portland, CUNY, Miami, and Seattle. Three of the seven Illinois colleges have higher minimum salaries, and in the total group ranking, Chicago is number 18. However, it should be noted that because of their prior experience, few new faculty members at CCC are placed on the salary scale at step one or the minimum.

Chicago's maximum base salary is higher than those at 84 percent of the colleges surveyed; its minimum base salary exceeds that at 39 percent of the survey participants.

Fig. 1

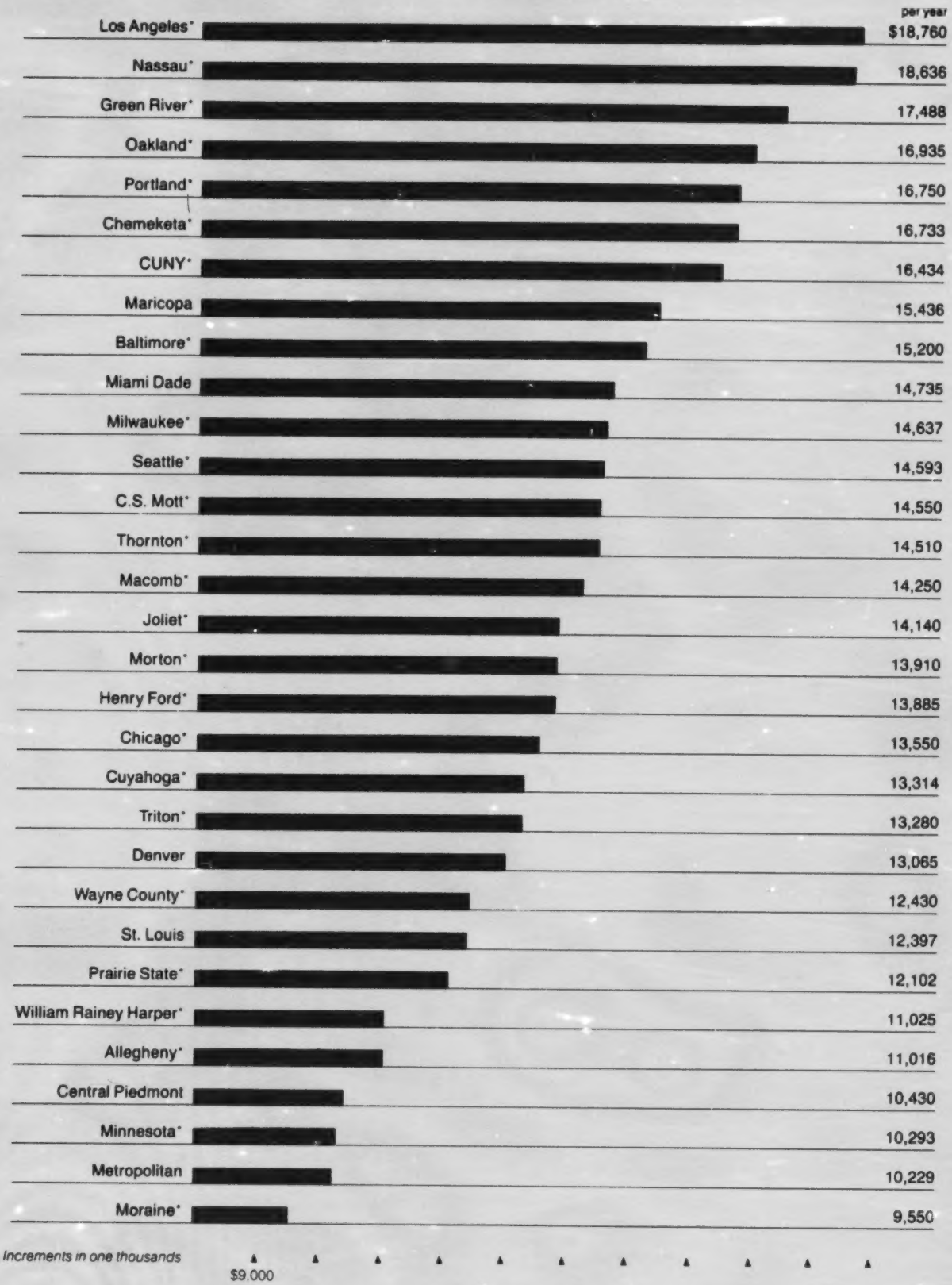
Maximum faculty salaries at 31 urban community colleges



Salaries are for 1981 – 1982 academic year.
*Designates union contract
†Average salary

Fig. 2

Minimum faculty salaries at 31 urban community colleges



Salaries are for 1981 – 1982 academic year.
*Designates union contract.

MINIMUM-MAXIMUM BASE ANNUAL SALARIES FOR FACULTY MEMBERS
at 31 Urban Community Colleges Table 4

College	Minimum	Maximum
CHICAGO*	$13,550	$35,096
Allegheny*	11,016	20,247
Baltimore*	15,200	34,800
Central Piedmont	10,430	(see 1)
Charles Stewart Mott*	14,550	31,175
Chemeketa*	16,733	27,155
CUNY*	16,434	42,643
Cuyahoga*	13,314	33,974
Denver	13,065	28,457
Green River*	17,488	28,855
Henry Ford*	13,885	35,020
Joliet*	14,140	33,710
Los Angeles*	18,760	35,990
Macomb*	14,250	28,500
Maricopa	15,436	33,657
Metropolitan (Kansas City)	10,229	30,498
Miami Dade	14,735	31,653
Milwaukee Technical*	14,637	29,148
Minnesota*	10,293	25,326
Moraine*	9,550	35,203
Morton*	13,910	29,160
Nassau*	18,636	42,796
Oakland*	16,935	34,156
Portland*	16,750	25,638
Prairie State*	12,102	32,829
Seattle*	14,593	27,493
St. Louis	12,397	31,708
Thornton*	14,510	32,253
Triton*	13,280	34,528
Wayne County*	12,430	31,255
William Rainey Harper* [2]	11,025	33,337

*Designates union contract
Data are for 1981-82 academic year

1. Maximum salary impossible to determine since college places no ceiling on salaries.
2. All entries for William Rainey Harper Community College reflect terms of the 1980-81 contract. Their 1981-82 contract was being negotiated while the Academy's study was underway and was not received until January 19, 1982, too late for inclusion in this report.

Overload and Summer Compensation

Overload[1] compensation for faculty members at the City Colleges of Chicago remains significantly higher than that at other institutions in the survey. Eligibility for extra work is established by a complex priority listing, which earns "rotation points." As one accumulates rotation points, one becomes less eligible for additional work in the next semester. For example, the rotation list of January 31 includes all points earned through the end of the fall semester plus the points for estimated earnings for assigned overtime during the spring semester. All of these points added together determine eligibility for summer work.

In determining eligibility for extra work, seniority is the deciding factor between two or more faculty members having the same number of rotation points. Otherwise, the person with the fewer points receives the next opportunity for extra work.

In 1976 the Academy recommended reducing pay for overload and summer work, then compensated at a rate of 75 percent and 100 percent respectively. Chicago has since reduced

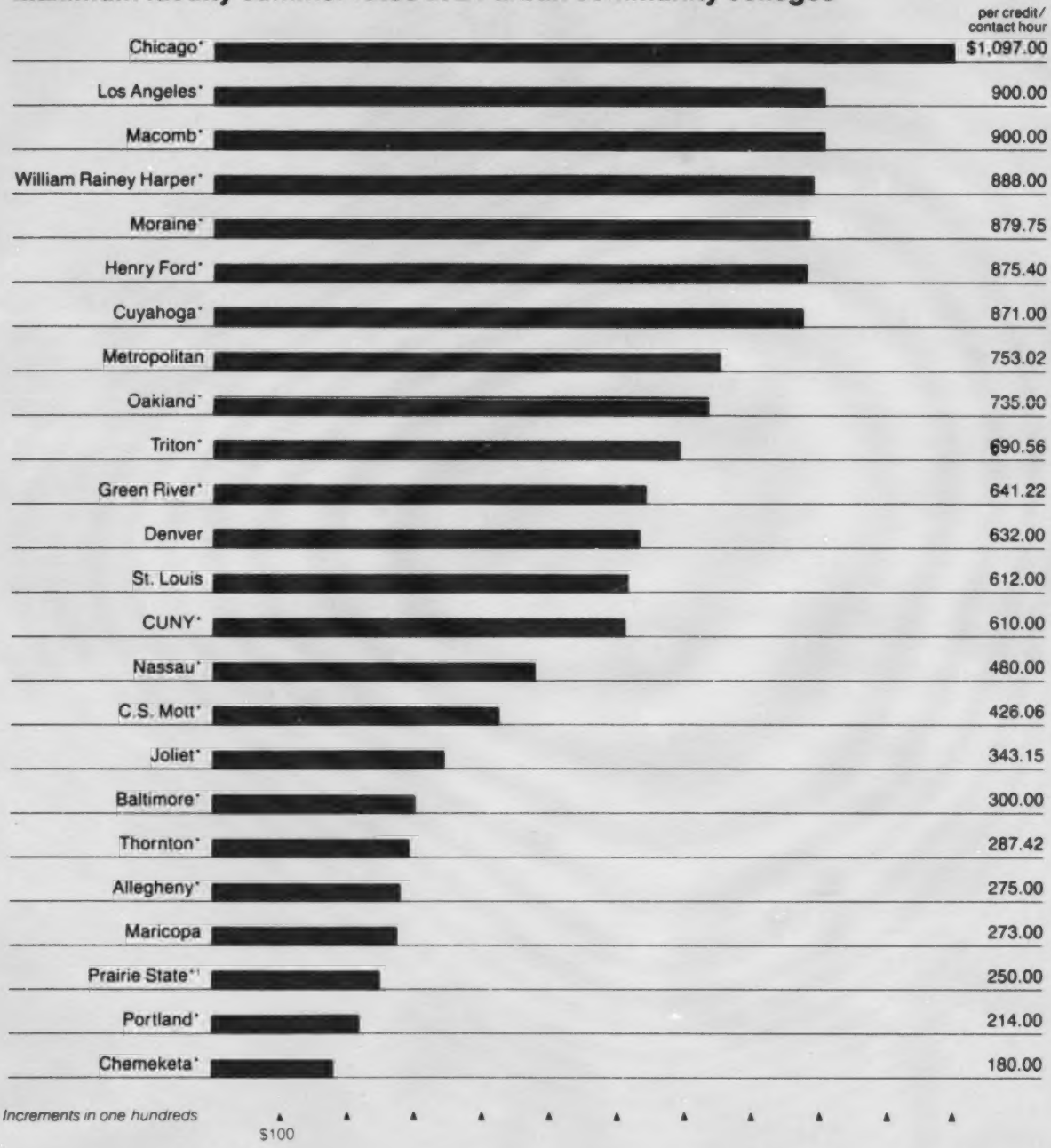
1. Overload: compensable work performed in excess of the standard workload.

pay for summer work to 75 percent of a pro rata portion of the base pay.

Figure 3 shows that Chicago's maximum of $1,097 per contact hour for summer work tops the list of 31 community colleges, $197 ahead of second ranking Los Angeles, and $917 above the rate paid by Chemeketa College at the bottom of the list. CCC's minimum rate of pay per contact hour for summer work ($423) is higher than that paid by 20 of the 24 community colleges with a summer pay policy. (See Figure 4 and Table 5.)

Fig. 3

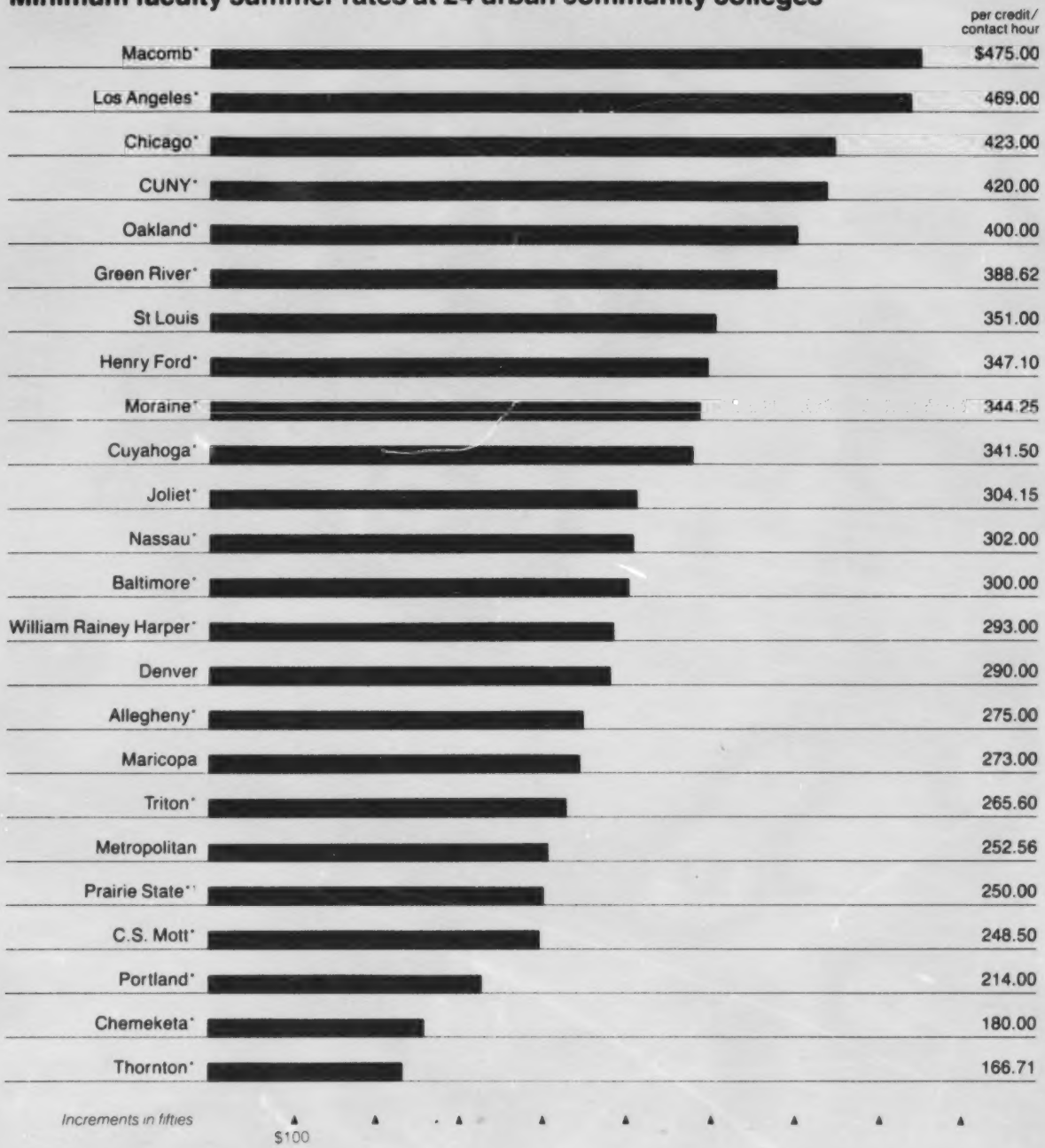
Maximum faculty summer rates at 24 urban community colleges



Salaries are for 1981 – 1982 academic year.
*Designates union contract.
†In addition, Prairie State pays a stipend of $350 for summer work.

Fig. 4

Minimum faculty summer rates at 24 urban community colleges



Salaries are for 1981 – 1982 academic year
*Designates union contract
†In addition, Prairie State pays a stipend of $350 for summer work

REMUNERATION FOR SUMMER WORK[1]
at 31 Urban Community Colleges

Table 5

College	Rate of Pay	Other
Chicago*	($423-1,097 per contact hour)	75% of BAS - pro rata
Allegheny*	$275 per credit hour	Overload rate
Baltimore*	$300 per credit hour	Overload rate
Central Piedmont	No summer work - all faculty salaries are for 12 months	
C.S. Mott*	($248.50-426.06 per contact hour)	20.5% of preceding year's regular salary for full-load; conversion based on 15 contact hr. load
Chemeketa*	($180 per credit hour)	
CUNY*	($420-610 per contact hour)	
Cuyahoga*	($341.50-871 per equated quarter unit)	Pro rata based on prevailing EQU (39) workload standard
Denver	($290-632 per credit hour)	
Green River*	($388.62-641.22 per quarter hour)	Pro rata based on 45 qtr. hr. load
Henry Ford*	($347.10-875.40 per contact hour)	1/60 of monthly college contractual salary per contact hour
Joliet*	$304.15-343.15 per credit hour	
Los Angeles*	($469-900 per contact hour)	

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* Designates union contract
Data are for current contracts and policies
BAS = Base annual salary

1. In order to compare pay rates for summer work, it was necessary to convert all responses into a rate per credit/contract hour per semester. Converted figures are in parentheses.

REMUNERATION FOR SUMMER WORK
at 31 Urban Community Colleges

Page 2 Table 5

College	Rate of Pay	Other
Macomb*	($475-900 per credit hour)	1/30 of BAS per equated hour taught
Maricopa	$273 per credit hour	
Metropolitan (Kansas City)	$252.56-753.02 per credit hour	
Miami Dade	N/P	
Milwaukee*	$38.15-74.50 DAILY	1/190 of class & salary step for previous semester
Minnesota*	($1695-4221 for full-time load during summer)	
Moraine*	($344.25-879.75 per credit hour)	Pro rata; 75% based on 30 equated credit hour load
Morton*	$17.50 per equated contact hour	
Nassau*	$302-480 per contact hour	
Oakland*2	Group A classes: $420-735 Group B classes: $400-700 per credit hour	Productivity scale
Portland*	$214 per credit hour	
Prairie State*	$250 per credit hour plus $350 stipend	

N/P = No provision
2. Group A: $12-21 per student (max. 35 students)
Group B: $16-28 per student (max. 25 students)

REMUNERATION FOR SUMMER WORK
at 31 Urban Community Colleges

Table 5

College	Rate of Pay	Other
Seattle*	$16-25 per hour	
St. Louis	$351-612 per credit hour	
Thornton*	($166.71-287.42 per credit hour)	(see 3)
Triton*	$265.60-690.56	1/50 of BAS for each LHE taught
Wayne County*	$16.65-41.88 per hour	.00134 of BAS per lecture hour
Wm. Rainey Harper*	($293-888 per contact hour)	Approximately 80% pro rata portion of BAS

3. Based on 7 credit hour equivalent, pay ranges from $1,161-2,012 per load

In order to compare Chicago's overload compensation rate with that of the other institutions in the survey, the Academy converted all institutional formulae into an overload rate per credit or contact hour per semester,[1] the most common denominator. In addition, since most institutions establish their overload remuneration scale according to the experience or qualifications of the instructor, data have been accumulated on the minimum and maximum overtime pay possibilities. For those institutions that give a single rate per overload credit hour this rate has been used as both a maximum and a minimum.

According to the Academy's calculations, Chicago's minimum overload rate of $423 per contact hour and its maximum rate of $1,097 per contact hour surpass the overload rates at all the colleges studied.[2] Locally, its maximum exceeds that of second ranking Moraine Valley by $218 and its minimum exceeds that of the runner-up, CUNY, by $3. Among Illinois institutions, CCC's minimum is $13 higher per credit hour than that of second ranking Triton College. (See Figures 5 and 6, Table 6.)

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1. Translation into an hourly rate: take a minimum salary of $13,550 and divide by number of contact hours taught per year (24) = $564 per contact hour. 75 percent of $564 = $423 = compensation for one extra contact hour.

2. Milwaukee Technical has a higher overload rate ($1,697.88) but the administration at Milwaukee <u>rarely</u> permits overload.

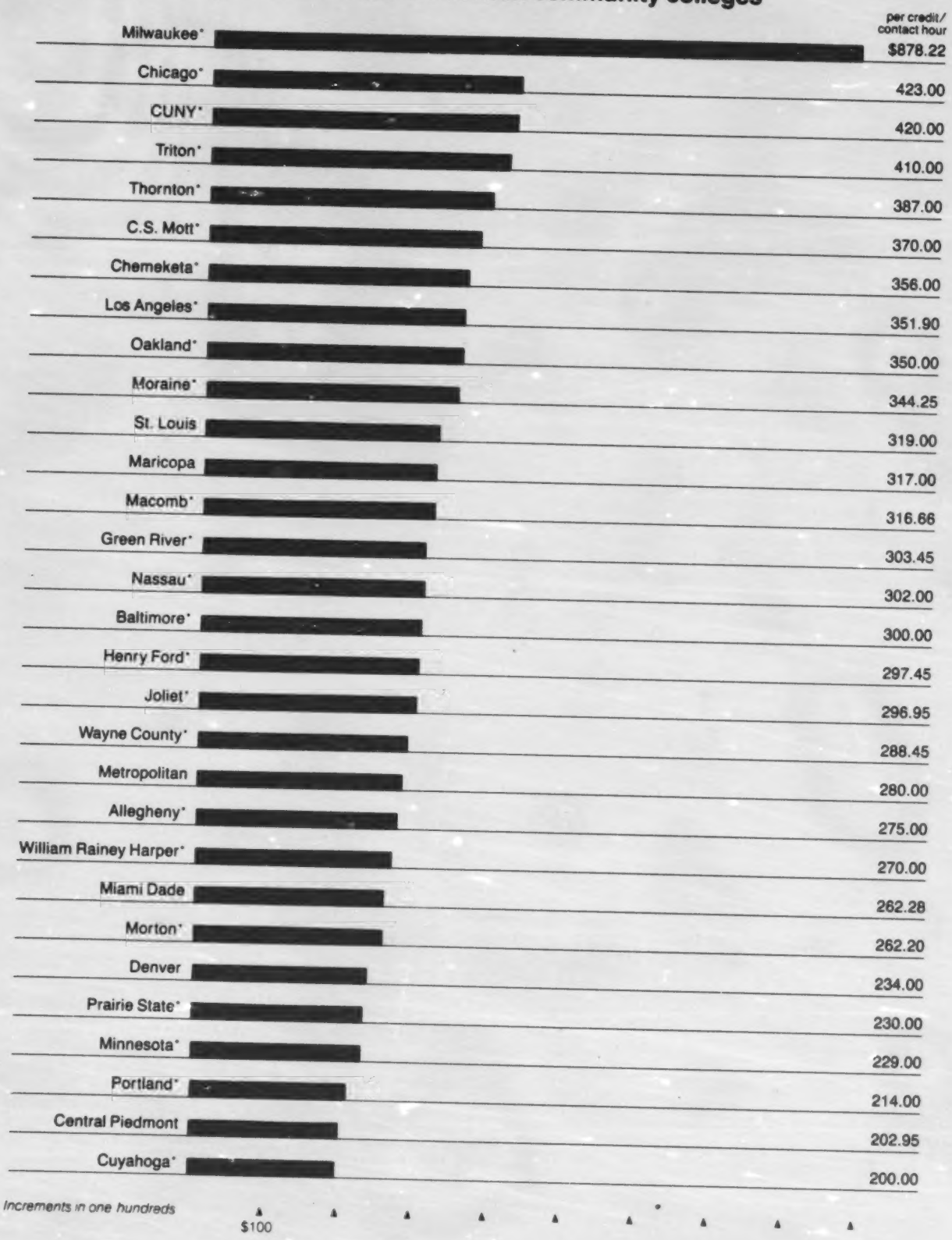
Fig. 5

Maximum faculty overload rates at 30 urban community colleges

Salaries are for 1981 – 1982 academic year
*Designates union contract

Fig. 6

Minimum faculty overload rates at 30 urban community colleges



Salaries are for 1981 – 1982 academic year.
*Designates union contract.

FACULTY OVERLOAD REMUNERATION[1]
at 31 Urban Community Colleges

Table 6

College	Basis of Payment		
	Hourly Rate	Semester Hour Rate	Other
Chicago*		($423-1,097 per contact hour)	75% BAS per contact hour
Allegheny*		$275 per credit hour	
Baltimore*		$300 per credit hour	
Central Piedmont	$13.53	($202.95 per credit hour)	
C.S. Mott*	$23.12	$360 per contact hour	
Chemeketa*		($356-578 per credit hour)	1/47 of regular salary for each credit hour in excess of 47 credit hours per full year
CUNY*	$28-$40.63	($420-610 per contact hour)	
Cuyahoga*		$200 per equated quarter unit	
Denver	$13-$19	($234-342 per contact hour)	
Green River*	$20.23-28.01	($303.45-420.15 per contact hour)	
Henry Ford*		($295.45-750 per contact hour)	1/70 of monthly college contract per contact hour

* Designates union contract
Data are for current contracts and policies

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1. In order to compare pay rates for faculty overload, it was necessary to convert all responses into an overload rate per credit hour (contact hr.) per semester. Converted figures are in parentheses. Also, since most institutions establish their overload remuneration scale by number of years of teaching experience and qualifications of the instructor, we have given the maximum and minimum figures for overload pay.

FACULTY OVERLOAD REMUNERATION
at 31 Urban Community Colleges

Table 6

College	Basis of Payment: Hourly Rate	Basis of Payment: Semester Hour Rate	Other
Joliet*		1-3 yrs exp: $296.95 4-8 yrs exp: 310.25 9-12 yrs exp: 323.40 13+ yrs exp: 336.60 per credit hour	
Los Angeles*	$23.46-27.43	($351.90-411.45 per contact hour)	
Macomb*		($316.66-633.33)	1/45 of BAS per equated hour
Maricopa		$317 per credit hour	
Metropolitan (Kansas City)	$14.14	$280 per credit hour	
Miami Dade		($262.28-563.40 per credit hour)	.445 of BAS per point; 4 points equal 1 credit hour
Milwaukee*		($878.22-1697.88)	time and a half
Minnesota*		($229-563 per credit hour)	BAS x .0667 per 3 credit course
Moraine*		($344.25-879 per credit hour)	75% of BAS per credit hour
Morton*	$17.50 per equated contact hour	($262.20 per contact hour)	
Nassau*		$302-480 per contact hour	adjunct rate

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FACULTY OVERLOAD REMUNERATION
at 31 Urban Community Colleges

Table 6

College	Basis of payment: Hourly Rate	Semester Hour Rate	Other
Oakland*[2]			Productivity scale
Portland*		$214 per credit hour	
Prairie State*		0-9 yrs exp: $230 per equalized credit hour 10-15 yrs exp: $240 per equalized credit hour	(see 3)
Seattle*[4]			
St. Louis		$319-545 per credit hour	
Thornton*[5]		($387-603 per credit hour)	
Triton*		$410-556 per credit hour	1/50 of BAS for each hour overload
Wayne County*	$19.23-31.25	($288.45-468.75 per credit hour)	
Wm. Rainey Harper*		$270-375 per contact hour	

2. Group A classes, based on 35 students per class: $420-665 ($12-19 per student)
   Group B classes, based on 25 students per class: $350-550 ($14-22 per student)
3. Instructor who teaches one equalized credit hour above 15 during fall or spring semester shall receive an overload incentive stipend of $100 per semester; teaching two or more credit hours above 15 earns a stipend of $175 per semester.
4. Overtime is discouraged; college prefers to hire part-time faculty; full-time faculty paid on pro rata basis.
5. Salary scale for 3 credit course:

B.A.	1,217-1,472	M.A.+60	1,497-1,752
M.A.	1,273-1,528	Ph.D.	1,553-1,808
M.A.+30	1,385-1,640		

Compensation for Faculty Members Who Substitute for Absent Colleagues

Faculty members at Chicago now receive a 50 percent pro rata portion of annual salary when they substitute for absent faculty. This figure contrasts with the 75 percent rate in effect at Chicago in 1976; at that time, CCC's maximum rate of pay for faculty substitutes was higher than the amount paid at all the institutions studied.

Even though CCC adopted the Academy's recommendation and reduced the rate of compensation for such work, a look at Table 7 reveals that Chicago's maximum rate is still higher than that of the great majority of colleges in the survey that pay faculty members who substitute for absent colleagues.[1]

Several methods of payment for substitute work are used by the colleges comprising the study:

- One college, Seattle, has no policy.
- Eight colleges rely on collegial cooperation to cover "short term" absences (which can vary in length but can be as long as ten days), after which time payment is made.
- One college, Portland, negotiates the amount of compensation with faculty members on a per session/individual basis.

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1. In making the comparison, it was necessary in a few cases to convert a per credit hour figure into a clock hour figure.

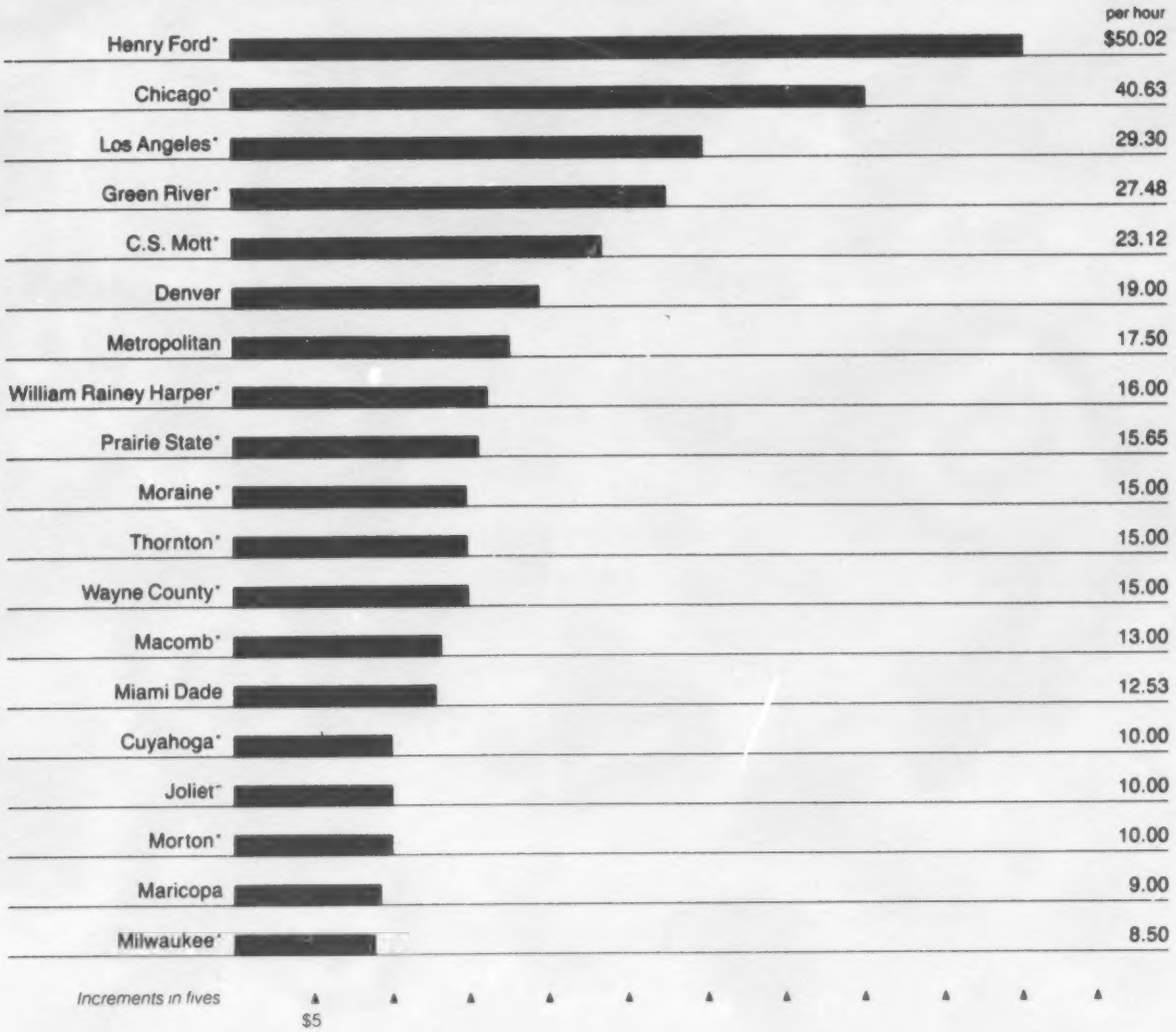
- Nineteen colleges use an hourly pay scale to compensate faculty members who substitute for their absent colleagues.

Under the current Chicago contract, the 50 percent rate that faculty members receive for substitution work ranges from $15.68 to $40.63 per contact hour, depending on the base annual salary earned. Among its Illinois neighbors, CCC's maximum of $40.63 is $24.63 more than that of second ranking William Rainey Harper.

Faculty members at the large urban community colleges receive from $10-$30 per hour, and those at neighboring Illinois institutions receive from $10-$34.75. Chicago's minimum of $15.68 per contact hour is higher than the maximum rate at 11 community colleges in the study. No contract other than CCC's provides that a qualified substitute from the department must be appointed after the first class session of absence.

Fig. 7

Maximum faculty substitution rates at 19 urban community colleges



Salaries are for 1981 – 1982 academic year.
*Designates union contract.

FACULTY SUBSTITUTION RATES
at 31 Urban Community Colleges

Table 7

College	Compensation Basis	Rate	Other
Chicago*	50% pro rata portion of BAS	$15.68-40.63	Substitutes employed after one class session missed
Allegheny*	Overload rate	$275 per credit hour	Following 8 consecutive days of absence covered by collegial cooperation
Baltimore*		$300 per credit hour	Short absences covered by collegial cooperation
Central Piedmont			Collegial cooperation
C.S. Mott*	hourly	$23.12 or $370 per contact hour	Short absences covered by collegial cooperation
Chemeketa*			Collegial cooperation
CUNY*			Short absences covered by collegial cooperation; adjunct rate thereafter
Cuyahoga*	hourly	$10	
Denver	hourly	$13-19	
Green River*	hourly	$19.84-$27.48	Short absences covered by collegial cooperation
Henry Ford*	hourly	$19.83-50.02 per contact hour	1/70 of monthly contract salary per contact hour

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* Designates union contract
Data are for current contracts and policies
BAS = Base annual salary

FACULTY SUBSTITUTION RATES
at 31 Urban Community Colleges

Table 7

College	Compensation Basis	Rate	Other
Joliet*	hourly	$10	
Los Angeles*	hourly	($15.63-29.30)	1/120 of BAS per contact hour or full day rate of $102.86; half day rate of $53.04
Macomb*	hourly	$13	
Maricopa		$9	Max. $72 per day
Metropolitan (Kansas City)	hourly	$17.50	
Miami Dade	hourly	$12.53	
Milwaukee*	hourly	$6- up to 10 days $8.50-more than 10 days	
Minnesota*	$36 per day for 20 days; after that, on salary schedule		
Moraine*	hourly	$15 or ($344.25-879.50 per credit hour)	For substitute work beyond 2-3 classes, paid overload rate
Morton*	hourly	$10	
Nassau*		$302-480 per contact hour	Prevailing overload rate
Oakland*			No compensation for first 10 days; thereafter overload rate

FACULTY SUBSTITUTION RATES
at 31 Urban Community Colleges

Table 7

College	Compensation Basis	Rate	Other
Portland*			"Terms will be mutually agreeable between substitute and administration"
Prairie State*	hourly	$15.65	Paid only if absentee takes sick leave
Seattle*	N/P		
St. Louis			Short term absences covered by collegial cooperation
Thornton*	contact hour equivalent	$15 per hour first week	After one week, paid pro rata on basis of Additional Salary Schedule
Triton*		Part-time instruction pay first week	After first week, overload rate ($410-556)
Wayne County*	hourly	$15	
Wm. Rainey Harper*	hourly	$16	

N/P = No provision

Extra Compensation and/or Released Time for Department Chairpersons

Granting released time for departmental responsibilities and/or adding supplements to the salaries of department chairpersons is a common practice at community colleges. In this report, 20 of the 31 institutions, including Chicago, give department heads released time for their administrative duties; eight grant extra compensation and released time; one college offers a choice of stipend or released time to its department heads. Two colleges do not have department chairpersons; eight community colleges in the survey do not include chairpersons in their bargaining Agreements or, lacking an Agreement, consider them administrators and not faculty.

The Chicago system offers chairpersons a maximum of six contact hours of released time for departments with seven or more members. Overall, Chicago is more generous in this provision than eight of the colleges surveyed. A few institutions offer more released time: Nassau, for example, releases up to 12 contact hours per semester to chairpersons whose departments have 46 or more members.

With regard to ten large institutions in the study, four do not include department heads in their bargaining units.

The six remaining colleges offer much the same released time as does Chicago. Five of those six -- Allegheny, Baltimore, Los Angeles, Miami, and Nassau -- supplement released time with a yearly stipend which ranges from $750 (Nassau) to $2322 (Miami). It should be noted that the City Colleges of Chicago have a lighter teaching schedule than the other institutions studied and the released time offered to chairpersons there constitutes a higher percentage of base load.

Regionally, compared with Chicago, only Triton and Morton offer more released time to department chairpersons, granting a maximum of ten and eleven hours, respectively, per semester.

See Table 8 for details of the various policies concerning department heads. Appendix D indicates which institutions include chairpersons in their bargaining units.

EXTRA COMPENSATION AND/OR RELEASED TIME FOR DEPARTMENT CHAIRPERSONS
at 31 Urban Community Colleges

Table 8

College	Compensation		Released Time		
	# Faculty in Dept.	$ Stipend	# Faculty in Dept.	# Hrs. taught	Amount of time
Chicago*	no extra compensation		3-6		3 contact hrs.
			7+		6 contact hrs.
Allegheny*	1-5	$1500/yr or released time			3 credit hrs/sem.
	6-12	$1350/yr			3 credit hrs/sem.
	13-16	$1550/yr			6 credit hrs/sem.
	17 or more	$1700/yr			6 credit hrs/sem.
Baltimore*		7-8% BAS			3-6 credit hrs/sem.
Central Piedmont	Given extra compensation and released time				
C.S. Mott*	Department heads not covered by Agreement				
Chemeketa*	Department heads not covered by Agreement				
CUNY*	Given extra released time - no policy regarding amount				
Cuyahoga*	Department heads not covered by Agreement				
Denver	Department heads considered administration				
Green River*	0-100 credit hrs/qtr.	$1726/yr			May have stipend or
	101-150 credit hrs/qtr.	$2128/yr			1/3 released time
	150 or more/qtr.	$2587/yr			

* Designates union contract
Data are for current contracts or policies
BAS = Base Annual Salary

EXTRA COMPENSATION AND/OR RELEASED TIME FOR DEPARTMENT CHAIRPERSONS
at 31 Urban Community Colleges

Table 8

College	Compensation		Released Time		
	# Faculty in Dept.	$ Stipend	# Faculty in Dept.	# Hrs. taught	Amount of time
Henry Ford*	No extra compensation				3 contact hrs/sem.
Joliet*	$1300 plus extra stipend based on total dept. credit hrs.		1-4		3 credit hrs/sem.
			5-10		6 credit hrs/sem.
			11 or more		9 credit hrs/sem.
Los Angeles*		$1,850/yr.	3 or less		0
			4-10		1/5 reduction of load
			11-16		2/5 reduction of load
			17 or more		3/5 reduction of load
Macomb*	Department heads not covered by Agreement				
Maricopa	10% BAS plus additional 1% of BAS for each member of dept. including chairman		3-8		0
			9-16		6 load hrs/sem.
			17 or more		9 load hrs/sem.
Metropolitan (Kansas City)	No extra compensation				40% reduction of load
Miami Dade	0-4	$ 783/yr.	6 credits for small depts; maximum of 12 credits for large depts.		
	5-10	1167/yr.			
	11-15	1552/yr.			
	16-20	1937/yr.			
	20 or more	2322/yr.			
Milwaukee*	No extra compensation				50% reduction of load

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EXTRA COMPENSATION AND/OR RELEASED TIME FOR DEPARTMENT CHAIRPERSONS
at 31 Urban Community Colleges

Table 8

College	Compensation		Released Time		
	# Faculty in Dept.	$ Stipend	# Faculty in Dept.	# Hrs. taught	Amount of time
Minnesota*	No extra compensation		0-10 10 or more		3 credit hrs/qtr. At least 1 credit hr/qtr. for each additional 10 F.T.E. faculty positions
Moraine*	No department chairpersons				
Morton*	No extra compensation		4 or less 4.1-9 9.1-18 18.1 or more		1-2 credit hrs/sem. 3-4 credit hrs/sem. 6-7 credit hrs/sem. 9-10 credit hrs/sem.
Nassau*		$750/yr.	1-5 6-15 16-30 31-45 46 or more		6 credit hrs/yr. 12 credit hrs/yr. 18 credit hrs/yr. 21 credit hrs/yr. 24 credit hrs/yr.
Oakland*		$100 per term for each fac. member in dept. (Fall: max. 15 fac. mem.) (Winter: max. 12 fac. mem.) (Spring: max. 12 fac. mem.)			
Portland*	Department heads not covered by Agreement				
Prairie State*	No extra compensation		0-200 equalized sem. hrs./dept. 201 or more equal. sem. hrs./dept.		3 credit hrs/sem. 6 credit hrs/sem.

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EXTRA COMPENSATION AND/OR RELEASED TIME FOR DEPARTMENT CHAIRPERSONS
at 31 Urban Community Colleges

Table 8

College	Compensation		Released Time		
	# Faculty in Dept.	$ Stipend	# Faculty in Dept.	# Hrs. taught	Amount of time
Seattle*	Division directors not covered by Agreement				
St. Louis	No extra compensation		Department chairmen may be granted appropriate reductions in instructional loads; reduction normally will not exceed 50%		
Thornton*[1]	Division directors not covered by Agreement				
Triton*	3-7	$3098.60			3 credit hrs/sem.
	8-12	3253.53			5 credit hrs/sem.
	13-18	3408.46			7 credit hrs/sem.
	19-30	3563.39			9 credit hrs/sem.
	30 or more	3718.32			11 credit hrs/sem.
Wayne County*	No department chairpersons				
Wm. Rainey Harper*	Sections taught by dept.				
	1-15				1 credit hr/sem.
	16-30				2 credit hrs/sem.
	31-45				3 credit hrs/sem.
	46-60				4 credit hrs/sem.
	61 or more				6 credit hrs/sem.

1. Division directors, although not covered by Agreement, teach roughly 1/5 of normal load.

The Role of the Department Chairperson

Table 9 shows that nine of the thirty-one colleges in the survey consider department heads administrators and exclude them (or that part of the job which is administrative), as at Joliet, from the bargaining unit.

Two colleges, Moraine Valley and Wayne County, do not have department chairpersons.

Twenty colleges specify the responsibilities of the department head. Ten essentially similar areas of primary responsibility given to department chairpersons by the institutions surveyed were compared. Chicago assigns eight of those ten responsibilities.

Chicago compared with 20 other urban community colleges:

A. Coordinate efforts; convene and chair meetings; equitably distribute departmental responsibilities
Of the 20 institutions that provided us with data about the function of the department chairperson, 100 percent cited this as a duty.

B. Assess needs for curricular changes and/or new programs
Required of department chairpersons at 80 percent of the institutions, including Chicago.

C. Assist in developing budget

Required by 60 percent of the relevant community colleges but not by Chicago.

D. Supervise and manage physical facilities under jurisdiction of department; order, inventory equipment, supplies, and textbooks

Although Chicago does not make this demand, 60 percent of the institutions do.

E. Make recommendations for retention, tenure, and promotion of departmental faculty

Required by 55 percent of the institutions surveyed, including City Colleges of Chicago.

F. Take leadership in establishing new courses and teaching methods

Required by 75 percent of those responding, including Chicago.

G. Prepare and assign course and teaching schedules for departmental faculty

Required by 80 percent of the participants. At CCC, the chairpersons develop proposed schedules of courses as provided in Article VIII. C. of the current contract.

H. Supervise and evaluate departmental faculty

Required by 60 percent, including Chicago.

I. Provide liaison between administration and faculty

Expected of department heads at 80 percent of the institutions, including Chicago.

J. Teach

100 percent of those responding require department chairpersons to teach.

Chicago compared with ten large urban community colleges: four colleges in this category do not specify duties because they consider department heads part of administration. Of the remaining six, all assign their department heads responsibilities similar to those at Chicago with the exception of two duties: budgets, and supervision of departmental facilities, neither of which is asked of Chicago's chairpersons.

Chicago compared with seven community colleges in Illinois: two do not specify responsibilities; Moraine Valley does not have department chairpersons; Joliet does not include departmental administrative duties in its contract.

The same situation exists with the remaining five Illinois institutions as with the large urban colleges: responsibilities are similar to Chicago's with the exception of budget

development and supervision of physical facilities. Thornton and Triton assign all ten duties to their chairpersons.

RESPONSIBILITIES AND DUTIES OF DEPARTMENT CHAIRPERSONS
at 31 Urban Community Colleges

Table 9

College	A	B	C	D	E	F	G	H	I	J
Chicago*	x	x			x	x	x	x	x	x
Allegheny*	x	x	x	x	x	x	x			x
Baltimore*	x	x		x	x	x	x		x	x
Central Piedmont	Department heads not considered faculty									
C.S. Mott*	Division heads not covered by Agreement									
Chemeketa*	Department heads not covered by Agreement									
CUNY*	x						x	x	x	x
Cuyahoga*	Department heads not covered by Agreement									
Denver	Department heads are part of administration									
Green River*	x	x	x	x	x	x	x	x	x	x

A. Coordinate efforts, convene and chair meetings, assure equitable distribution of departmental responsibilties.
B. Assess needs for curricular changes and/or new programs in the department.
C. Assist in developing annual and long-range operating and capital budgets.
D. Supervise and manage physical facilities under jurisdiction of dept.; order and inventory equipment, supplies & textbooks.
E. Make recommendations for retention, tenure, and promotion of departmental faculty.
F. Participate and take leadership in establishing new courses and teaching methods.
G. Prepare and assign course and teaching schedules for department faculty.
H. Supervise and evaluate departmental faculty.
I. Provide liaison between administration and faculty.
J. Teach.

* Designates union contract
Data are for current contracts or policies

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RESPONSIBILITIES AND DUTIES OF DEPARTMENT CHAIRPERSONS
at 31 Urban Community Colleges

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Table 9

College	A	B	C	D	E	F	G	H	I	J
Henry Ford*	x	x	x	x	x	x	x	x	x	x
Joliet*	(See 1)									
Los Angeles*	x	x	x	x		x	x	x	x	x
Macomb*	Department heads not covered by Agreement									
Maricopa	x	x	x	x	x	x	x	x	x	x
Metropolitan (Kansas City)	x	x	x[2]			x	x		x	x
Miami Dade	x	x			x		x	x		x
Milwaukee*	x	x					x		x	x
Minnesota*	x	x				x			x	x
Moraine*	No department chairpersons									
Morton*	x	x		x	x	x	x	x	x	x
Nassau*	x		x	x		x			x	x
Oakland*	x									x
Portland*	Department heads not covered by Agreement									

1. Although dept. heads are part of bargaining unit, their administrative reponsibilities are not covered by the contract.
2. Within a set amount for supplies and expenses, the dept. head can make budget recommendations.

RESPONSIBILITIES AND DUTIES OF DEPARTMENT CHAIRPERSONS
at 31 Urban Community Colleges

Table 9

College	A	B	C	D	E	F	G	H	I	J
Prairie State*	x		x		x		x	x	x	x
Seattle*	Division heads not covered by Agreement									
St. Louis	x	x	x	x		x				x
Thornton*	x	x	x	x	x	x	x	x	x	x
Triton*	x	x	x	x	x	x	x	x	x	x
Wayne County*	No department chairpersons									
Wm. Rainey Harper*	x	x	x	x		x	x	x	x	x

Released Time for Union Officials

A common practice of many community colleges with collective bargaining agreements is to allow one union officer to take a leave of absence without pay (without loss of seniority rights) or to have released time to attend to union responsibilities. The 1981-82 contract for the City Colleges of Chicago provides for 21 contact hours of released time to be divided among the campuses of the system. The contract is unusually generous in its provisions for released time inasmuch as it permits the following:

1. Up to six members of the Negotiating Committee are given 50 percent paid released time during the semester in which negotiations for a new agreement are in progress.

   Such released time is equivalent to three full workloads during the term of negotiations.

The Milwaukee Technical Agreement stipulates "some released time" during negotiations for the bargaining committee. Portland allows three committee members a 2/5 load reduction with pay, and Wayne County grants three committee members six credit hours each in released time during negotiations.

2. The CCC contract allows up to one week released time with pay for 12 delegates to the annual AFT convention.

At the four other colleges whose contracts specifically mention convention attendance, less released time is permitted. Moraine gives one delegate one paid day; Thornton permits short leave for two convention delegates; Harper releases three delegates but requires the union to bear the cost of any substitute instructor employed during delegates' absence; Milwaukee grants a total of six days in unpaid released time to three convention delegates.

3. The City Colleges of Chicago permit the union president to take a two-year unpaid leave of absence to fulfill union obligations.

Three of the eight large urban community colleges that have collective bargaining agreements allow one faculty member to take a leave of absence without pay to accept a full-time position with the union.

A look at Chicago's Illinois neighbors shows:

- Moraine Valley and Morton do not give any released time to the union. Harper grants short paid leave for three delegates to attend the annual convention.

- Faculty members who accept full-time positions with the union may take unpaid leaves of absence at Prairie State and at Thornton.

- Triton grants officers an aggregate six credit hours per semester with pay.

RELEASED TIME OR PREFERENTIAL TEACHING SCHEDULE FOR UNION OFFICERS
at 25 Urban Community Colleges

Table 10

College	Officer	Pay	Course Reduction	Leave of Absence Max. # Years	Other
Chicago	Negotiating Com. (max. 6) President	No loss No pay	50% during negotiations 100%	2 years max.	Max. 1 week released time for 12 delegates to convention. Load will not be reduced below six contact hours. 21 contact hrs released time for union purposes
Allegheny	President Vice President Employee elected to f/t position	No pay	2 courses/sem. 1 course/sem.	1-2 years	2 VPs per campus each receive a course reduction per semester
Baltimore	Union official	No loss	6 credits/sem.		
C.S. Mott	President, V.P., Assembly delegate	No loss	50% (Pres. only)		Grievance officer's load reduced 3 hrs/wk. 5 days released time each yr.
Chemeketa	President	No pay	50% max.		
CUNY	1 officer		100%	yes	Max. aggregate for all campuses 123 classroom contact hrs/sem. Min. 3 hrs. each college
Cuyahoga	Officers	No loss			Aggregate 24 EQUs per yr.
Green River	President	No loss	advisory/committee assignments		Up to 3 officials given releasedtime to attend regular meetings

Data are for current contracts and policies

RELEASED TIME OR PREFERENTIAL TEACHING SCHEDULE FOR UNION OFFICERS
at 25 Urban Community Colleges

Table 10

Page 2

College	Officer	Pay	Course Reduction	Leave of Absence Max. # Years	Other
Henry Ford	Union official	No pay		1-2 years	Leave may be full- or part-time
Joliet	President	No loss	None		2 add'l personal days; Pres. or chief negot. given 4 add'l personal days for union purposes in semester prior to end of contract
Los Angeles					Total 3 credit hrs/sem. in released time for union
Macomb	President Chief Negotiator	No loss No pay	1/4 load/sem. 1/2 load/sem.		Negotiators will be given consideration in schedules during Spring semester
Milwaukee	President	No loss	20%		Bargaining committee (6) given released time during negotiations. Total 14 days released time; 3 delegates given 2 days each to attend convention with no pay
Minnesota	President	No pay	50-100%		Union must reimburse administration for President's salary and out of pocket fringe benefits costs x percentage of released time

RELEASED TIME OR PREFERENTIAL TEACHING SCHEDULE FOR UNION OFFICERS
at 25 Urban Community Colleges

Table 10

College	Officer	Pay	Course Reduction	Leave of Absence Max. # Years	Other
Moraine					No released time given: one delegate, with pay, given released time for convention
Morton					No released time given
Nassau	President				Released time maximum 30 hrs/yr.; 2 days released time to be assigned at discretion of union President
Oakland					32 hrs. during life of Agreement for union designee(s)
Portland	President Negotiating Committee (3)		40%	yes	Committee members receive 2/5 released time during Winter 1983; During Fall 1982 President given 3/5 released time
Prairie State	President F/t union official	No loss No pay		yes/1 yr.	Can meet with admin. to discuss matters concerning Agreement
Seattle	Presidcnt	Board pays	100%	Life of Agreement	

RELEASED TIME OR PREFERENTIAL TEACHING SCHEDULE FOR UNION OFFICERS
at 25 Urban Community Colleges

Table 10

College	Officer	Pay	Course Reduction	Leave of Absence Max. # Years	Other
Thornton	Officer	No Pay	100%	yes/2 yrs.	Must have tenure; Board pays for 2 delegates to attend annual convention
Triton					Total of 6 lecture hour equivalents per semester released for union officers
Wayne County[1]	President Grievance Chairperson Bargaining Comm. (3)	No loss No loss No loss	100% 20% 6 contact hrs. each during negotiations		Reduction for Grievance Chairperson cannot exceed 1 class in Spring semester
Wm. Rainey Harper					Board provides maximum of 9 contact hours total released time per year for union officers. 3 delegates to annual convention given released time to attend; union must pay for substitute instructor if one is used

1. Upon request of Federation, any member shall be granted released time for Federation business up to 50% of his scheduled academic requirement; Federation pays salary.

Faculty Workload

To assess faculty workload provisions the Academy compared the standard number of hours taught by full-time faculty members at surveyed colleges each semester. The results of that comparison show that Chicago makes minimal demands with regard to teaching schedules, as can be seen in Table 11.

Among its Illinois neighbors, Chicago ranks as the most liberal. All of the Illinois community colleges in the survey require 14-16 contact or credit hours per semester.

Compared with ten large urban community colleges, CCC is the most generous. Cuyahoga is the only other participant specifying such a limited workload, but in Cuyahoga's case, the 13 hours taught are quarter hours and faculty members must teach 39 each academic year. As a result of the 1981 Mediation Board ruling, Cuyahoga will, over the next three years, increase this load to 15 equated quarter hours per term, bringing the standard workload to 45 per year. All the other institutions in this category require 15-16 contact or credit hours per semester as compared with Chicago's 12-13 contact hours provision. Although the CUNY Agreement states that the workload must not be exces-

sive, the CUNY administration now interprets that as 15 hours per week for community colleges.

Office Hours

Table 11 shows that 24 of the 31 community colleges surveyed mandate a specific number of office hours to be maintained by faculty members. Chicago's policy of requiring faculty to schedule four (two conference, two advising) office hours per week is among the least demanding in the report. Only Baltimore, specifying three hours per week, requires fewer.

Two of the ten large community colleges, CUNY and Portland, cite no specific number of office hours; five colleges expect faculty members to schedule five office hours per week. The contract of the Nassau Community College mandates seven office hours per week; St. Louis expects faculty to maintain ten office hours each week.

Regionally, CCC is more lenient in this matter than Thornton and Triton, each of which requires five hours per week, and William Rainey Harper, which expects its faculty members to maintain a minimum of ten office hours each week.

Sixty-five percent of the community colleges mandating office hours require more time than does Chicago.

FULL-TIME FACULTY WORK LOAD
at 31 Urban Community Colleges

Table 11

College	Standard Semester Work Load Credit Hours or Contact Hours	Maximum Hours per year	Number of Office Hours per week	Days must teach each week	Preparations per semester
Chicago*	12-13		4	5	4
Allegheny*	15	30	5	4	3[1]
Baltimore*	15	30	3 min.		3
Central Piedmont	15			"must be on campus reasonable amount of time during work week"	
C.S. Mott*	12-16		6 min.		
Chemeketa*	15			35 hrs/wk. on campus	3
CUNY*[2]	15				
Cuyahoga*	13 (qtr)	39	5		3
Denver	16-20		10-20	N/P	N/P
Green River*	15 (qtr)	48	5		
Henry Ford*	15		5	25 hrs/wk. on campus	
Joliet*	15-16		4-5[3]		2-3

1. Faculty members given $200 stipend for fourth preparation.
2. Not required to teach excessive number of contact hrs., assume excessive load, or be assigned an unreasonable schedule.
3. One hour per working day.

* Designates union contract
Data are for current contracts or policies
N/P = No provision

FULL-TIME FACULTY WORK LOAD
at 31 Urban Community Colleges

Page 2

Table 11

College	Standard Semester Work Load: Credit Hours	Standard Semester Work Load: Contact Hours	Maximum Hours per year	Number of Office Hours per week	Days must teach each week	Preparations per semester
Los Angeles*	15			5		
Macomb*	14-16			5 min.	3 min.	
Maricopa[4]	15-16		32	one per day (4)		
Metropolitan (Kansas City)	14-16			5	4 min.	
Miami Dade	15			5		
Milwaukee*		15	32	varies		3
Minnesota*	(16)	20 (qtr)	60	5		3
Moraine*	15		30	4		3
Morton*		15	30	"matter of professional judgment"		3
Nassau*[4]		15-16	32	7	4	3
Oakland*	15		30	varies		
Portland*[5]		15-16	32	50% of time not spent teaching		4

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4. Minimum number of hours on campus each week: 30.
5. Up to 1/3 of faculty may elect to teach 12 contact hours per week at 5% reduction in pay.

FULL-TIME FACULTY WORK LOAD
at 31 Urban Community Colleges

Table 11

College	Standard Semester Work Load Credit Hours or Contact Hours		Maximum Hours per year	Number of Office Hours per week	Days must teach each week	Preparations per semester
Prairie State*	15		30	4 min.		
Seattle*		15	30	5 avg.		
St. Louis	15-16		32	10 min.	5	3
Thornton*	15		30	5 min.		4
Triton*	14-16		32	5		
Wayne County*	15		30	5		
Wm. Rainey Harper*		15	32	10 min.		

Restrictions on the Use of Part-time Faculty Members

As threats to enrollments around the nation have become more pronounced, academia has reacted by saving its full-time faculty members greater numbers of overload teaching hours, and by placing concomitant restrictions on part-time faculty. This issue, of course, is tied to the optimum maximum load a full-time member of the faculty can and should carry.

The four most common restrictions placed by various colleges on the use of part-time faculty are:

- cannot replace full-time faculty
- limitation on course load
- first to be laid off
- no restrictions

Table 12 and the following analysis compare the restrictions in the Chicago system to those in the institutions that responded to this inquiry.

CCC compared with ten large urban community college systems:

- Like Chicago, five members of this group lay off part-time faculty before full-time faculty.

- Four colleges, but not Chicago, stipulate that part-time instructors cannot replace full-time faculty.
- CCC and four of the ten assign a limited teaching load to part-time faculty.
- Two of the large institutions place no restrictions at all on part-time faculty.

CCC compared with seven community colleges in Illinois:

- Only Chicago and Joliet restrict the number of semester hours taught by a part-time instructor.
- Three colleges, including CCC, dismiss part-time instructors before laying off full-time faculty.
- Only Triton College specifies that part-time cannot replace full-time faculty.
- Five colleges, including Chicago, have policies offering summer and overload work to full-time faculty members before offering such employment to part-time instructors.

CCC compared with 30 urban community college systems:

- Eight colleges prohibit the replacement of full-time with part-time faculty. The contract of the City Colleges of Chicago does not make this stipulation.

- Fifteen colleges, including CCC, limit the amount of time part-time instructors may teach.
- Thirteen institutions, Chicago among them, would eliminate part-time positions before laying off full-time teachers.
- Maricopa, Metropolitan, Nassau and Seattle place no restrictions at all on the use of part-time faculty.
- Chicago and 11 other community colleges offer summer and overload work to full-time faculty first.
- Only Oakland and Maricopa specifically limit the number of part-time faculty, holding it to, respectively, 35 percent and 10 percent of the number of full-time faculty members.

The danger in restricting part-time faculty lies in the problem of unnecessarily depriving the institution of an opportunity to employ a specialist from the field who is current in the latest developments in the academic discipline. Moreover, there is greater flexibility in permitting the free employment of adjunct faculty members.

Of course, there may be disadvantages to employing too great a percentage of part-time faculty members in ratio to full-time faculty.

RESTRICTIONS ON THE USE OF PART-TIME FACULTY
at 31 Urban Community Colleges

Table 12

College	Cannot replace full-time faculty	Maximum course load	First to be laid off	No Restrictions	Other
Chicago*		8 contact hrs.	x		Full-time faculty given first consideration for additional work
Allegheny*	x		x		
Baltimore*		2/3 of full load			Full-time faculty given first consideration for additional work
Central Piedmont		20 contact hrs/wk.	x		
C.S. Mott*		less than 3/5 load	x		Full-time faculty given first consideration for additional work
Chemeketa*			x		
CUNY*		2 courses			
Cuyahoga*	x		x		
Denver		20 contact hrs/wk.	x		
Green River*		10 contact hrs/wk.	x		
Henry Ford*		7 contact hrs/wk.			

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* Designates union contract
Data are for current contracts or policies

RESTRICTIONS ON THE USE OF PART-TIME FACULTY
at 31 Urban Community Colleges

Table 12

College	Cannot replace full-time faculty	Maximum course load	First to be laid off	No Restrictions	Other
Joliet*		9 credit hrs.			
Los Angeles*		3/5 of full load	x		Full-time faculty given first consideration for additional work
Macomb*	x		x		Full-time faculty given first consideration for additional work
Maricopa				x	Limited to 10% of total instructional staff
Metropolitan (Kansas City)		12 credit hrs/sem.		x	
Miami Dade		less than 50%	x		"Both parties recognize contribution, value, and necessity of using part-time faculty"
Milwaukee*					When part-time assignments constitute a full-time position, full-time position will be established
Minnesota*					Full-time faculty given first consideration for additional work
Moraine*					

RESTRICTIONS ON THE USE OF PART-TIME FACULTY
at 31 Urban Community Colleges

Page 3 Table 12

College	Cannot replace full-time faculty	Maximum course load	First to be laid off	No Restrictions	Other
Morton*					Full-time faculty given first consideration for additional work
Nassau*				x	
Oakland*		8 credit hrs. in full session; 4 credit hrs. in Spring or Summer			Part-time faculty may not exceed 35% of full-time faculty; full-time faculty given first consideration for additional work
Portland*	x				Part-time faculty used when full-time not available
Prairie State*			x		
Seattle*				x	
St. Louis	x	9 credit hrs.			
Thornton*			x		Full-time faculty given first consideration for additional work
Triton*	x				
Wayne County*	x	12 contact hrs/Fall 15 contact hrs/Spring			Full-time faculty given first consideration for additional work
Wm. Rainey Harper*	x				Full-time faculty given first consideration for additional work

Constraints on Class Size

As shown in Table 13, the City Colleges of Chicago are among the few institutions in our survey that stipulate class size and cut-off dates for determining class size. Most contracts of policy manuals do not mention the issue at all and in some cases, follow-up phone calls still did not discover a specific regulation. Ultimately, physical constraints and requirements of the subject to be taught seemed to be the chief determinants of class size.

Sixteen colleges, including CCC, have formal policies with regard to method or date for establishing class size. Dates range from first day of registration to fifth week of classes.

Chicago's maximum size of 35 students per class (day session) is larger than the figure cited by the nine other colleges that quote an average.

Significant points:

- Eight colleges have no policy regarding class size.
- Five community colleges restrict class size to a number suitable for the available physical facilities.

- Nine colleges, but not Chicago,[1] offer extra compensation or workload reduction to instructors who teach large classes.

- Twelve institutions, including CCC, name a specific time for determining class size. Chicago's policy of setting class size at the fourth class meeting or eighth day after classes begin, is earlier than the dates cited by the majority of the colleges that specify a date.

1. Chicago does, however, make extra compensation to instructors with classes larger than the contractual maximum. See pages 18-19 of this report for discussion of the "plus threes" practice.

CLASS SIZE PROVISIONS
at 31 Urban Community Colleges

Table 13

College	Average number of students in each class	English class	Extra compensation for additional students	How/when class size is determined
Chicago* [1]	day/evening 35 39	25 Remedial 29		8th day following end of registration or 4th class meeting, whichever comes first
Allegheny* [2]			(See 3)	Flexible; contingent on physical contraints
Baltimore*				Contingent on physical constraints
Central Piedmont	22			First week of classes
C.S. Mott*	Set by official list			
Chemeketa*	No policy			14th day following beginning of instruction during each academic period
CUNY*	No policy			
Cuyahoga*	No policy			
Denver	No policy			
Green River*	No policy			

* Designates union contract
Data are for current contracts or policies
1. Note text pages 16-17 which indicate that real class size is lower than contractual maximum.
2. Class size not included in contract; considered administrative prerogative.
3. Instructor may be given extra points for large English composition classes.

CLASS SIZE PROVISIONS
at 31 Urban Community Colleges

Table 13

College	Average number of students in each class	English class	Extra compensation for additional students	How/when class size is determined
Henry Ford*[4]				
Joliet*	No Policy	20	one hour of load credit for each contact hour of instruction in large groups; in addition, for each 2 hours of large group instruction, teacher will be given additional hour of load credit	Limits set at the opening of registration; Administration will make attempt to close classes when enrollment reaches within 5 of established limit
Los Angeles*	33			4th or 5th week of classes (when census made for state appropriations)
Macomb*	28	28	$6 per student credit hr. for each student in excess of 28	End of 3rd week of term
Maricopa	27			
Metropolitan (Kansas City)			40-60 students: 1 credit hr. 61-80 students: 2 credit hrs. 81-100 students: 3 credit hrs.	Class size contingent on physical constraints

4. Class size limited by existing practice: approximately 30 students per class; 25 per English class

CLASS SIZE PROVISIONS
at 31 Urban Community Colleges

Table 13

Page 3

College	Average number of students in each class	English class	Extra compensation for additional students	How/when class size is determined
Miami Dade	28			Agreement between faculty, chairman, campus administration maintaining an agreed upon productivity figure
Milwaukee*		25	Where enrollment is more than 60, teacher is given 1½ credits on teaching schedule for each contact period with such classes	Based on average attendance during the first 4 weeks of each semester
Minnesota*	"Each college will set a reasonable maximum class size"			
Moraine*				Class size determined by V.P.-Instruction (Traditional size cannot be exceeded without consultation with subdivision involved)
Morton*	32 (flexible)	27		Determined by Dean of college after consultation with department chairperson
Nassau*	"College-wide student/faculty ratio: 21.1:1"			After 6th day of classes
Oakland*	25-35			Depends upon subject area, method of instruction, and physical constraints
Portland*	No policy			

CLASS SIZE PROVISIONS
at 31 Urban Community Colleges

Table 13

College	Average number of students in each class	English class	Extra compensation for additional students	How/when class size is determined
Prairie State*		30		Determined at close of schedule changes period by department in consultation with VP-Instructional Services
Seattle*	No Policy			
St. Louis	25		Special workload credit formula to compensate teachers who handle large lecture halls	Flexible
Thornton*	32 (max. 38)	22-29		At close of 100% refund period
Triton*			Extra compensation for large classes	Determined by chairperson, coordinator or Dean
Wayne County*	36 (max.)	25 (max.)	$10 per student over official headcount max.	4th week of classes
Wm. Rainey Harper*	25		Released time given to faculty assigned to large lecture instruction	Determined during registration; depends on nature of course offering

Limitations on Outside Employment

Table 14 indicates that 18 community colleges in this survey limit outside employment for full-time faculty members. At Chicago the only limitation imposed is that faculty members may not accept any concurrent full-time position.

Significant points:

- Six colleges are less lenient than CCC in that they require notification and consent of administration before faculty members are permitted to engage in work outside the college.
- Three colleges stipulate that teaching schedules will be arranged to allow faculty to pursue professional activities which relate to or enhance educational effectiveness.
- Two restrictions were most commonly cited: outside activity must be limited to the extent necessary to prevent impairment of educational effectiveness; and, outside activity must not conflict with faculty's obligation to the college.

Among ten large community colleges, seven impose more stringent limitations than does Chicago. Four colleges in this group impose at least two restrictions. At CUNY, C.S. Mott, and St. Louis, faculty members are required to get administration's consent before accepting outside employment. Los Angeles and Seattle cite no restrictions.

In Illinois, Joliet's policy is similar to the provision in Chicago's contract; Triton imposes four limitations on its faculty; Moraine, Morton, Prairie State, and Thornton place no restrictions at all on faculty members' freedom to do outside work.

Over 32 percent of the community colleges surveyed set more specific and stringent restrictions on outside employment for full-time faculty than do the City Colleges of Chicago.

LIMITATIONS ON OUTSIDE EMPLOYMENT
for Full-Time Faculty at 31 Urban Community Colleges

Table 14

College	No Restrictions	Will not accept any concurrent full-time position	Limit outside activity to the extent necess. to prevent impairment of educational effectiveness	Must not conflict with faculty's obligation to college	Notification and consent of administration	Schedule will be arranged to allow faculty member to pursue professional activities which relate to or enhance academic effectiveness
Chicago*		x				x
Allegheny*						x
Baltimore*			x	x		x
Central Piedmont				x	x	
C.S. Mott*					x	
Chemeketa*	N/P					
CUNY*					x	
Cuyahoga*			x	x		
Denver			x	x	x	
Green River*	x					
Henry Ford*	x					

* Designates union contract
Data are for current contracts and policies
N/P = No provision

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LIMITATIONS ON OUTSIDE EMPLOYMENT
for Full-Time Faculty at 31 Urban Community Colleges

Table 14

College	No Restrictions	Will not accept any concurrent full-time position	Limit outside activity to the extent necess. to prevent impairment of educational effectiveness	Must not conflict with faculty's obligation to college	Notification and consent of administration	Schedule will be arranged to allow faculty member to pursue professional activities which relate to or enhance academic effectiveness
Joliet*			x			
Los Angeles*	x					
Macomb*	x	"Left to good judgment"				
Maricopa			x	x		
Metropolitan			x	x	x	
Miami Dade			x	x		
Milwaukee*				x		
Minnesota*	x					
Moraine*	x					
Morton*	x					
Nassau*		x	x			
Oakland*				x		
Portland*			x			

LIMITATIONS ON OUTSIDE EMPLOYMENT
for Full-Time Faculty at 31 Urban Community Colleges

Table 14

College	No Restrictions	Will not accept any concurrent full-time position	Limit outside activity to the extent necess. to prevent impairment of educational effectiveness	Must not conflict with faculty's obligation to college	Notification and consent of administration	Schedule will be arranged to allow faculty member to pursue professional activities which relate to or enhance academic effectiveness
Prairie State*	x					
Seattle*	x					
St. Louis		x	x	x	x	
Thornton*	x					
Triton*		x	x	x	x	
Wayne County*	"May not accept work at another public institution"					
Wm. Rainey Harper*	x					

Leaves of Absence

The faculty members at Chicago have the most extensive leave policy of the 31 community colleges analyzed. They are entitled to all the leaves listed below.

Leave	Number of community colleges with leave	Percentage
Sick Leave	31	100%
Personal Leave	28	90.5%
Bereavement Leave	29	93.6%
Jury Duty	28	90.5%
Short-term Military	22	71%
Professional Meetings	26	83.9%
Maternity	23	74.5%
Sabbatical	30	97%
Long-term Military	26	83.9%
Paternity	4	13%
Professional Leave[1]	29	93.6%
Special Leave of Absence[2]	26	83.9%

1. Leave of absence without pay for advanced study, research, travel, writing.

2. Leave of absence without pay for extended illness, personal problems, etc.

Sabbaticals

Table 15 shows that Chicago is as liberal in its stated policy as ten large urban community colleges, seven community colleges nearby in Illinois, and 30 urban community colleges in the survey with regard to the following sabbatical provisions: (1) number of years of service before becoming eligible for sabbatical; (2) salary arrangements during sabbatical leave; and (3) number of years required in service to the college after the sabbatical ends. The current contract of the City Colleges of Chicago stipulates that five percent of the faculty may be on sabbatical each year. However, sabbaticals at CCC are not automatic but are contingent upon the availability of funds. No sabbaticals have been granted there since 1975. This is in contrast to the 29 other colleges in the survey which do grant sabbaticals; 25 of those colleges have given sabbaticals in the last two years.

Chicago's sabbatical provisions are similar to those of other colleges in the group of ten large urban institutions. Standard provisions are: six to seven years of continuous service prior to the sabbatical; half-pay for full-year leave and full pay for half-year leave; six to seven years of continuous service between sabbaticals. Allegheny's

pay formula is slightly different, granting 60 percent of base pay, rather than 50 percent, for full-year leave. Miami Dade, which grants only half-year leaves, pays 75 percent of full salary during the sabbatical. Both Seattle and Miami demand less service (three tenured years at Seattle, five years at Miami) from their faculty members before making them eligible for sabbatical.

Illinois community colleges in the survey have a variety of sabbatical leave provisions. Five colleges, including Chicago, require six years of service for eligibility. Three colleges -- CCC, Thornton, and Harper -- pay half salary for full-year leaves and full salary for half-year. Joliet provides two-thirds pay for all faculty on sabbatical. Morton pays full salary less $1900 per semester. Prairie State has never established sabbaticals.

Like the City Colleges of Chicago, four of the Illinois community colleges surveyed state that faculty members must agree in writing that they will return to the college for a period of one year after the sabbatical ends. Triton and Harper require return service equal to twice the length of the sabbatical.

Compared with the total group, the City Colleges of

Chicago, contractually, are as generous as the other institutions studied. Specifically, 83 percent of those responding require six to seven years of service before faculty become eligible for sabbatical. With respect to salary arrangements, Chicago is at least as generous as 70 percent of those surveyed. Chicago and five other colleges allow five percent of faculty to be on sabbatical at one time, and this is more than all other colleges surveyed except for Harper and Moraine Valley, neither of which specifies a maximum number.

Eighty percent of the colleges that grant sabbaticals include at least a one-year return to service clause in their regulations regarding sabbatical leave.

SABBATICAL LEAVE PROVISIONS
at 31 Urban Community Colleges

Table 15

College	Years of Continuous Service	Years Between Leaves	Salary Arrangement: Full Year Sabbatical	Salary Arrangement: Half year Sabbatical	Salary Arrangement: Other	Number of years must return to college	Maximum number of faculty on leave each year
Chicago* (0)	6	6	half pay	full pay		1	5%
Allegheny* (14)	6	6	60%	50%			No fewer than x number of leaves per campus
Baltimore* (4½)	7	7	half pay	full pay		1	3%
Central Piedmont (0)	11 consecutive quarters	2	paid for 12 consecutive weeks during summer			1	
C.S. Mott* (N/A)	7	7	half pay	full pay		1	2% (max. 8 faculty)
Chemeketa* (6)	6	(See 1)				2	4%
CUNY* (10-½ yr.)	6	6	half pay	full pay		1	
Cuyahoga* (20)	7	7	half pay	full pay		1	5%
Denver (12)	7	7	half pay	full pay		1	3%
Green River* (7)			full pay	full pay		equal to leave	

* Designates union contract
Data are for current contracts and policies

Figure following college name indicates number of sabbaticals given in previous year.

1. Only 1 sabbatical may be taken within 10 year period. Pay based on years of experience: 6 yrs: 50%; 8 yrs: 60%; 10 yrs: 75%.

SABBATICAL LEAVE PROVISIONS
at 31 Urban Community Colleges

Table 15

College	Years of Continuous Service	Years Between Leaves	Salary Arrangement: Full year Sabbatical	Salary Arrangement: Half year Sabbatical	Salary Arrangement: Other	Number of years must return to college	Maximum number of faculty on leave each year
Henry Ford* (1)	7		half pay	full pay		1	2%
Joliet* (2)	6		2/3 pay - not less than $7000			1	3 faculty members
Los Angeles* (some)	6	7	half pay	half pay		2 x leave	
Macomb* (6)	7		half pay	full pay		1	6 faculty members
Maricopa	6		3/4 pay	full pay		2 x leave	3%
Metropolitan (8) (Kansas City)	6		half pay	full pay		2	3%
Miami Dade (10)	5	5	75% of annual salary (half year leaves only)				3%
Milwaukee* (4)	6	4	60%	60%		1	4 faculty members
Minnesota* (46)	6		half pay for 1, 2, or 3 qtrs.			1	5%
Moraine* (3)	6	6	half pay	half pay		1	no maximum
Morton* (1)	6	6	full pay less $1900 per sem.			1	3%
Nassau* (N/A)	6		half pay	full pay		1	10 for 1981-82 10 for 1982-83
Oakland* (6)	3	3			1 sem. half pay	equal to leave	
	6		half pay	full pay			

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SABBATICAL LEAVE PROVISIONS
at 31 Urban Community Colleges

Table 15

College	Years of Continuous Service	Years Between Leaves	Salary Arrangement: Full year Sabbatical	Salary Arrangement: Half year Sabbatical	Salary Arrangement: Other	Number of years must return to college	Maximum number of faculty on leave each year
Portland* (10)	6	6	1 term - 100% 2 terms - 75% 3 terms - 50%			equal to leave	5%
Prairie State*	No sabbaticals						
Seattle* (5)	3 tenured years		Pool of sabbatical money distributed among those on sabbatical			equal to leave	4%
St. Louis (18)	6	6	half pay	full pay		1	4%
Thornton* (15)	7	7	half pay	full pay		1	5%
Triton* (2)		3	(See 2)			2 x leave	
Wayne County* (1)	7		half pay	full pay		2	2%
Wm. Rainey Harper* (0)	6		half pay	full pay		2 x leave	

2. Triton:

Years of service	Length of Leave	Salary
3	1 semester	30%
	1 year	29%
7	1 semester	70%
	1 year	57%
10+	1 semester	100%
	1 year	78%
13+	1 year	100%

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Fringe Benefits

Sick Leave: Of the 31 community colleges studied, Chicago, with its ten day sick leave policy, is more restrictive than 55 percent. Periods of sick leave at the colleges surveyed range from 10-20 days to an unspecified number per year (Table 16).

Compared with ten large urban community colleges, five of the group, like Chicago, offer ten days sick leave. CUNY offers 20; Cuyahoga offers 15; Allegheny does not specify a number.

Regionally, Chicago is less lenient than all its neighbors except Moraine Valley and Harper, both of which limit sick leave to ten days per year. Harper, however, grants 20 sick leave days for the first year of employment.

Personal Leave: Because Chicago deducts personal leave from sick leave, it is less generous than 68% of those colleges permitting personal leave (Table 16).

The majority of community colleges surveyed give personal leave days with "no strings attached." The community colleges that, like CCC, deduct personal leave from sick leave, specify that between two and six of those sick days may be taken as personal days.

Twenty-eight of the colleges surveyed make some provision for personal leave; it is understood that paid personal leave days are provided for legitimate business or obligations that cannot be met except during the regular teaching schedule. Such obligations include court appearances, scheduled medical examinations, religious holidays, real estate transactions, and graduation exercises.

In the category of ten large urban community colleges, Chicago is less generous than the four institutions that grant personal leave days with no strings attached. Like CCC, four colleges deduct personal days from sick leave. In this category, only Allegheny and Portland make no provision at all for personal leave.

Unlike Chicago, the seven Illinois community colleges surveyed permit faculty members to take from two to four days unrestricted personal leave.

Bereavement Leave: Bereavement leave is generally granted for the death of a member of the immediate family or household (spouse, parent, child, grandparent, sibling, or in-law) by 29 of the 31 community colleges studied. Chicago, by allowing five unrestricted days of bereavement leave, is more generous than 22 of the colleges, and as generous as six (Table 16).

Only Metropolitan offers a greater number of bereavement days -- ten, as opposed to Chicago's five -- but those ten are deducted from the faculty member's bank of sick leave.

Four of the ten large urban community colleges, like Chicago, grant five days for this purpose. Of those four, Charles Stewart Mott Community College deducts bereavement leave time from sick leave. CUNY and Cuyahoga charge bereavement to personal leave allowances. Nassau alone in the group makes no provision at all for bereavement leave.

Regionally, Chicago and Prairie State, which grant five days each, are more lenient than the other Illinois institutions. Specifically, four colleges give faculty members three days of bereavement leave; Joliet and Morton subtract bereavement time from sick and personal leave respectively.

Jury Duty: Twenty-eight of the thirty-one survey participants allow instructors to take paid leave for jury duty. In requiring faculty members to remit any compensation given for their court services, Chicago's policy is comparable to those at the other colleges surveyed (Table 16).

Short Military Leave: CCC is among the 22 institutions in the study that permit short leaves of absence for temporary active military duty with National Guard or Reserve units. A faculty member on short term military leave is paid his regular salary in all cases, on the condition that any compensation paid to him by the military unit is given to the administration. Most colleges restrict the length of this leave to approximately 14 days (Table 16).

Active Military Leave: Like Chicago, 25 of the 31 community colleges in the survey have a special provision for leave of absence without pay for extended military (or government) service for faculty members called into active duty (Table 17). After the military obligation is fulfilled, the faculty member is entitled to return to his position at the college. Restoration is at the rank held at the beginning of the military leave, plus any advancement in salary steps that the faculty member would have been granted had he been continuously employed.

Paid Leave of Absence to Attend Professional Meetings: Twenty-six community colleges, including the City Colleges of Chicago, have a provision that permits faculty members to attend professional meetings without loss of pay (Table 16).

Like CCC, nine of the ten largest institutions in the survey provide released time for attendance at professional meetings.

In Illinois, six of the seven institutions give faculty members released time to attend professional meetings.

In most cases, the colleges provide funds for expenses incurred by faculty members attending authorized professional meetings. The Chicago contract states that if money is not available at the faculty member's college, the faculty member may sign a waiver of reimbursement.

Maternity/Paternity/Parental Leave: As can be seen from Table 17, Chicago is one of 31 colleges in the survey (100 percent) that specifically mentions maternity, paternity or parental leave. Most community college contracts or policies state that if the faculty member returns within the specified period of time, no loss of seniority or rank shall be incurred.

Chicago offers two years for this leave whereas the other colleges in the big ten group offer from one semester to eighteen months. (Nassau and CUNY each grant a one year leave with a one year extension.)

Locally, Prairie State and Chicago both offer two year

leaves; Thornton and Harper grant one year leaves with possible one year extensions.

Overall, Chicago and nine other institutions permit at least two years (including extensions) maternity/paternity/parental leave; the remaining 21 colleges offering such leave restrict faculty members' absence from one semester to an unspecified period of time.

Special Leaves of Absence without Pay: Of the 31 institutions studied, Chicago and 25 others grant special leaves of absence without pay for purposes of extended illness, personal problems, or other good cause. Most colleges do not specify a time range for this leave.

Among the ten largest institutions in the survey, only Mott and Seattle do not have provisions for special leave of absence. Cuyahoga and St. Louis limit such leave to one year; Allegheny allows one year with a one year extension. Chicago limits special leave to five months with five months' extension.

Locally, all seven Illinois colleges permit faculty members to take special leaves without pay. Thornton, Triton, and Harper alone specify a time period of one year away from work.

Professional Leaves without Pay: Twenty-nine institutions permit faculty members to take a leave of absence without pay to permit instructors to do research, write, travel, do exchange teaching, or advanced study.

Here again, most colleges do not specify a time limit. Of the 13 that do, 12 grant at least one year. CCC, Baltimore, Miami, Moraine, and Charles Stewart Mott allow the faculty member on professional leave to extend the leave one year. Recent practice at CCC permits pro rata leaves for this purpose.

Five in the big ten category, in addition to Chicago, specify a minimum of one year for professional development leave.

Locally, six of CCC's neighbors permit professional leave. Like Chicago, Moraine Valley allows one year off with a one year extension; three do not specify length of leave; and Harper grants leave for one to two semesters. Triton alone makes no provision for professional leave.

PAID LEAVE OF ABSENCE PROVISIONS
at 31 Urban Community Colleges

Table 16

College	Sick Leave Benefits: Days per year	Sick Leave Benefits: Maximum Accumulation	Personal Leave	Bereavement	Jury Duty	Military	Professional Meetings	Expenses Reimbursed (Prof. Meetings)
Chicago*	10	unlimited	5 (charged to sick leave)	5	yes	yes	not to exceed 10 days	If possible
Allegheny*	Not specified		0	5	yes	15	yes	yes
Baltimore*	15	unlimited	3	4	yes		short leaves	yes
Central Piedmont	10	unlimited	variable	yes	yes	yes	yes	yes
C.S. Mott*	10	unlimited	2	5 (charged to sick leave)	yes	14	yes	yes
Chemeketa*	10-12	unlimited	2	3	yes		yes	yes
CUNY*	20	160	10 days personal emergencies		yes		yes	yes
Cuyahoga*	15	120	6 (charged to personal leave)		yes	31	yes	yes

* Designates union contract
Data are for current contracts and policies
Bereavement: only for immediate family
Jury Duty: remittance of any compensation is required
Military: faculty member is paid basic salary and must remit any monies paid as compensation for military duty
Personal leave: legitimate business, professional and family obligations which cannot be met outside of regular teaching assignment

PAID LEAVE OF ABSENCE PROVISIONS
at 31 Urban Community Colleges

Table 16

College	Sick Leave Benefits: Days per year	Sick Leave Benefits: Maximum Accumulation	Personal Leave	Bereavement	Jury Duty	Military	Professional Meetings	Expenses Reimbursed (Prof. Meetings)
Denver	11-1/4	unlimited	0	5	yes	15	yes	yes
Green River*	12		(charged to sick leave) (max. 5 days)		yes	15	yes	
Henry Ford*	10	101	5	0	yes	14		
Joliet*	15	195	3	(charged to sick leave)	yes		yes	
Los Angeles*	10-12		6 (charged to sick leave)	3	yes	yes	yes	no
Macomb*	10-12	20	5	5	yes	14	8	
Maricopa	10	unlimited	3	5 (charged to sick leave)	yes	15	yes	yes
Metropolitan (Kansas City)	10	unlimited	3 (charged to sick leave)	10	yes			
Miami Dade	10		2(charged to sick leave)		yes	yes	yes	yes
Milwaukee*	15	150[1]	(charged to sick leave)			yes	yes	

1. with unlimited accumulation of ½ day of sick leave for each accumulated full day unused over 150 days.

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PAID LEAVE OF ABSENCE PROVISIONS
at 31 Urban Community Colleges

Table 16

Page 3

College	Sick Leave Benefits: Days per year	Sick Leave Benefits: Maximum Accumulation	Personal Leave	Bereavement	Jury Duty	Military	Professional Meetings	Expenses Reimbursed (Prof. Meetings)
Minnesota*	20-1st 2 yrs 10 thereafter	112	2	5 (charged to sick leave)	yes	15	yes	yes
Moraine*	10	150	yes[2]	3	yes	yes	yes	yes
Morton*	15	unlimited	4	(charged to personal leave)	yes		(part of personal leave)	
Nassau*	10-12	160	4 (charged to sick leave)	N/P	N/P	yes	yes (part of personal leave)	
Oakland*	10		2	reasonable amount of time	yes	10		
Portland*	10	unlimited	0	5	yes	15	yes	yes
Prairie State*	16 1st yr. 12 thereafter	180	2	5	yes	N/P	yes	yes
Seattle*	12	180	3	5	yes	yes		
St. Louis	12	100	3 (charged to sick leave)	3	N/P		yes	yes

2. Grant and duration up to Administration for good and sufficient cause

N/P = No provision

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PAID LEAVE OF ABSENCE PROVISIONS
at 31 Urban Community Colleges

Table 16

Page 4

College	Sick Leave Benefits: Days per year	Sick Leave Benefits: Maximum Accumulation	Personal Leave	Bereavement	Jury Duty	Military	Professional Meetings	Expenses Reimbursed (Prof. Meetings)
Thornton*	16 1st year 12 thereafter	204	2	3	yes		yes	yes
Triton*	20	180	3	3	yes	14	yes	yes
Wayne County*	12	120	4	(charged to sick leave)	yes	14	no	
Wm. Rainey Harper*	20 1st year 10 thereafter	180	2	3	yes	yes	yes	yes

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UNPAID LEAVE OF ABSENCE PROVISIONS
at 31 Urban Community Colleges

Table 17

College	Maternity	Paternity	Parental	Professional Leaves and Extension	Special Leaves of Absence	Active Military Service
Chicago*	2 yrs. max.	1 year	1 yr. max.	1 yr. + 1 yr.	5 mos. + 5 mos.	yes
Allegheny*	1 year			yes	1 yr. + 1 yr. extension	yes
Baltimore*			2 yrs. max.	1 yr. + 1 yr.	1 year	yes
Central Piedmont	yes	yes		yes	yes	yes
C.S. Mott*	18 months		18 months	1 yr. + 2 yrs.		
Chemeketa*	1 year				2 yrs. max.	
CUNY*			1 sem. + 1 yr. extension	yes		
Cuyahoga*[1]	yes	yes		1 year	1 year	
Denver	yes			yes	yes	yes
Green River*	"reasonable period"			yes		yes

* Designates union contract
Data are for current contracts and policies
Professional Leaves: for advanced study, research, writing, exchange teaching, travel
Special Leaves of Absence: extended illness, personal problems, etc.
1. After 3 years of full-time tenure track employment.

UNPAID LEAVE OF ABSENCE PROVISIONS
at 31 Urban Community Colleges

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Table 17

College	Maternity	Paternity	Parental	Professional Leaves and Extension	Special Leaves of Absence	Active Military Service
Henry Ford*	1 yr. + 3 1-yr. renewals			1 year	yes	yes
Joliet*	1 year	1 year		1 year	yes	yes
Los Angeles*	2 semesters			yes	yes	yes
Macomb*	1 year		1 year	yes	yes	yes
Maricopa	yes			yes		yes
Metropolitan (Kansas City)	1 yr. + 1 yr.			yes	yes	yes
Miami Dade	1 year			1 yr. + 1 yr.	yes	yes
Milwaukee*	1 year			2 years	yes	yes
Minnesota*			9 mos. + 6 mos. extension	yes	yes	yes
Moraine*			1 yr. + 1 yr.	1 yr. + 1 yr.	yes	yes
Morton*	1 yr. + 1 sem.			yes	yes	yes
Nassau*			1 yr. + 1 yr.	yes	yes	yes
Oakland*	yes		1 yr. + 1 yr.	1 year	yes	yes
Portland*	yes		yes	yes	yes	

UNPAID LEAVE OF ABSENCE PROVISIONS
at 31 Urban Community Colleges

Table 17

College	Maternity	Paternity	Parental	Professional Leaves and Extension	Special Leaves of Absence	Active Military Service
Prairie State*			2 years	yes	yes	yes
Seattle*	1 year			1 year		yes
St. Louis	1 year			1 year	1 year	yes
Thornton*			1 yr. + 1 yr.	yes	1 year	1 year
Triton*			1 year		1 year	yes
Wayne County*	yes		1 year	yes	1 year	yes
Wm. Rainey Harper*	1 yr. + 1 yr.		yes	1-2 sem.	1 year	yes

Insurance: Chicago offers four different kinds of insurance plans to faculty members: health, life, dental, and vision.

Tables 18-21 provide greater detail on the plans -- specifically, the amount and extent of coverage and percentage of premium paid by the college.

In the group of ten large community colleges, all the institutions offer health insurance and life insurance. At Nassau and Portland, life insurance plans are optional and are selected and completely paid for by employees. Like Chicago, nine of the large colleges offer dental insurance plans for employees. Vision insurance coverage is provided by five institutions, in addition to Chicago.

In Illinois, all seven community colleges provide health insurance and life insurance for their employees. Five have dental insurance; none except Chicago and Moraine offer vision insurance. Unlike the plan at Chicago -- where the college bears the full cost of employee coverage -- Moraine employees pay the entire cost of their vision insurance.

All 31 community colleges studied have health insurance coverage for faculty members. Detailed analysis of each insurance plan would reveal significant differences in

coverage. Most of the colleges pay 100 percent of the premium for the employee. Life insurance plans are available at the overwhelming majority of community colleges. The amount of insurance ranges from $5,000 to $100,000. Again, most colleges bear the entire cost of the plan.

Twenty-four colleges, including Chicago, offer dental insurance to employees. Of the 31 community colleges in the survey, ten provide vision insurance plans for their employees. Only four of those ten, in addition to Chicago, provide employee coverage at no cost to the faculty member.

None of the colleges studied makes available to its faculty such a complete range of insurance opportunities as does Chicago. In addition to health, life, dental, and vision, CCC faculty members may participate in a group auto insurance plan, a tax-sheltered annuity program, and a home owners and renters policy. In addition, the Board provides $200,000/$600,000 malpractice insurance for nursing school faculty. A college and university credit union also exists.

HEALTH INSURANCE COVERAGE
at 31 Urban Community Colleges

Table 18

College	Type of Insurance	Amount	Plan Coverage: Faculty	Plan Coverage: Dependents	Dependent Coverage Paid by Employee	Percentage paid by college
Chicago*	Group Health M/M	250,000	x	x	Employee pays $15.36 per month	100% for employee
Allegheny*	BC/BS, M/M	250,000				90% 100%
Baltimore*	BC/BS, M/M	50,000	x		x	100% (paid by City of Baltimore)
Central Piedmont	Health, M/M		x		x	100%
C.S. Mott*	BC/BS, M/M		x			100%
Chemeketa*	Health, M/M		x	x		100%
CUNY*	Choice BC/GHI-E GHI-HIP		x		x	100%
Cuyahoga*	BC/BS, M/M	250,000	x			100%
Denver	Group Health		x		x	100%
Green River*	Health, M/M		x	x		100%
Henry Ford*	Hospital Surgical/Med.		x	x		monthly contribution

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* Designates union contract
Data are for current contracts and policies
BC/BS = Blue Cross, Blue Shield; M/M = Major Medical

HEALTH INSURANCE COVERAGE
at 31 Urban Community Colleges

Table 18

Page 2

College	Type of Insurance	Amount	Plan Coverage: Faculty	Plan Coverage: Dependents	Dependent Coverage Paid by Employee	Percentage paid by college
Joliet*	BC/BS, M/M	100,000	x	x		100%
Los Angeles*	Health, Medical		x	x		100%
Macomb*	BC/BS, M/M		x	x		100%
Maricopa	Hospital, M/M		x			100%
Metropolitan (Kansas City)	BC/BS, M/M		x		x	100%
Miami Dade	Health, M/M		x		x	100%
Milwaukee*	Hospital, M/M Surgical/Med.	50,000	x	x		100%
Minnesota*	Health		x	x	10%	100% for employee $60 or 90% for dependent
Moraine*	Group		x	x		100%
Morton*	Hospital, M/M		x	x		100% for employee; Board pays all but $10 per month for family coverage
Nassau*	Choice of 3 Health plans					100% of one plan; contribution to others
Oakland*	BC/BS		x	x		100%

HEALTH INSURANCE COVERAGE
at 31 Urban Community Colleges

Table 18

College	Type of Insurance	Amount	Plan Coverage		Dependent Coverage Paid by Employee	Percentage paid by college
			Faculty	Dependents		
Portland*	Health/BC	250,000	x	x		100% for employee & dependent
Prairie State*	BC/BS, HAP		x	x	25%	100% for employee 75% for dependent
Seattle*	BC, Group Health		x	x		100%
St. Louis	2 plans	250,000; Unlimited	x		30%	90% for employee 70% for dependents
Thornton*	GHI		x		x	100%
Triton*	M/M, Health	500,000	x		x	100%
Wayne County*	Choice of plans		x	x		100%
Wm. Rainey Harper*	M/M, Health	250,000	x		x	Board pays maximum premium of $267.72 per fiscal year

LIFE INSURANCE COVERAGE
at 31 Urban Community Colleges

Table 19

College	Amount of Insurance	Relative to BAS	Percentage paid by college
Chicago*	50,000 max.	1 3/4 x BAS	100%
Allegheny*	50,000 max.	2 x BAS	100%
Baltimore*		2 x BAS	100%
Central Piedmont	4,000		100%
C.S. Mott*	35,000		100%
Chemeketa*	50,000 max.	1½ x BAS	100%
CUNY*	15,000		100%
Cuyahoga*	150,000 max.	2½ x BAS	100%
Denver		2 x BAS	100%
Green River*	5,000		100%
Henry Ford*	15,000 min.	1½ x BAS	100%
Joliet*	30,000		100%
Los Angeles*	30,000		100%
Macomb*		2 x BAS	100%
Maricopa	(See 1)		100%

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* Designates union contract
Data are for current contracts and policies
BAS = Base annual salary
1. $25,000 for employees below maximum of their schedule; $40,000 for all at top of their schedule.

LIFE INSURANCE COVERAGE
at 31 Urban Community Colleges

Page 2

Table 19

College	Amount of Insurance	Relative to BAS	Percentage paid by college
Metropolitan (Kansas City)	20,000		100%
Miami Dade		2 x BAS	50%
Milwaukee*	(See 2)		100%
Minnesota*	(See 3)		100%
Moraine*	50,000 max.	1½ x BAS	100%
Morton*	30,000		100%
Nassau*	Optional plan - selected and completely paid by employees		
Oakland*	60,000		100%
Portland*	Available through payroll deduction at option of employee		
Prairie State*	10,000		100%
Seattle*	5,000		100%
St. Louis	100,000 max.		90% for employee 50% for dependents

2. Amount equal to total annual earnings to next higher thousand for the previous calendar year

3.

Salary	Coverage
up to 10,000	10,000
10,001-15,000	15,000
15,001-20,000	20,000
20,000 or more	25,000

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LIFE INSURANCE COVERAGE
at 31 Urban Community Colleges

Page 3 Table 19

College	Amount of Insurance	Relative to BAS	Percentage paid by college
Thornton*	20,000		100%
Triton*		2 x BAS	100%
Wayne County*	50,000 max.	2 x BAS	100%
Wm. Rainey Harper*	50,000 max.	2 x BAS	(See 4)

4. College will pay maximum of 34¢ per $1,000 for group term life insurance.

DENTAL INSURANCE COVERAGE
at 31 Urban Community Colleges

Table 20

College	Paid by college	Plan Coverage: Faculty	Plan Coverage: Dependents	Dependent Coverage paid by employee	No plan
Chicago*	100%	x		no dependent coverage	
Allegheny*	90% (maximum of $16.75/ mo. for family coverage)				
Baltimore*					none
Central Piedmont					none
C.S. Mott*	100%	x	x		
Chemeketa*	100%	x	x		
CUNY*		x			
Cuyahoga*					none
Denver	100%	x		x	
Green River*	Monthly contribution	x	x		
Henry Ford*	(See 1)				
Joliet*	100%	x		x	
Los Angeles*	100%	x	x		

* Designates union contract
Data are for current contracts and policies
1. Dental & Optical insurance: Board contribution shall be limited to 1.7% of current contract salary payroll of full-time teachers at college.

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DENTAL INSURANCE COVERAGE
at 31 Urban Community Colleges

Page 2 Table 20

College	Paid by college	Plan Coverage Faculty	Plan Coverage Dependents	Dependent Coverage paid by employee	No Plan
Macomb*	yes	x	x		
Maricopa					none
Metropolitan (Kansas City)		x		x	
Miami Dade	100%	x		x	
Milwaukee*					none
Minnesota*	100%	x + ½ difference in premium between single and family coverage			
Moraine*	Faculty bear full cost of plan				
Morton*					none
Nassau*	$150 annually per employee	x			
Oakland*	100%	x	x		
Portland*	100%	x	1 dependent		
Prairie State*					none
Seattle*	100%	x	x		
St. Louis	90%	x	70%	30%	

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DENTAL INSURANCE COVERAGE
at 31 Urban Community Colleges

Table 20

College	Paid by college	Plan Coverage		Dependent Coverage paid by employee	No Plan
		Faculty	Dependents		
Thornton*	100%	x		x	
Triton*	100%	x		x	
Wayne County*	100%	x	x		
Wm. Rainey Harper*	$145.92 per year	x			

Table 21

VISION INSURANCE AT
10 URBAN COMMUNITY COLLEGES

CITY COLLEGES OF CHICAGO*

Allegheny*

Chemeketa*

CUNY*

Cuyahoga*

Henry Ford*

Los Angeles*

Metropolitan

Moraine Valley*

Wayne County*

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* Designates union contract

Appendix A

COLLEGE FACULTIES WITH BARGAINING AGENTS
By "Campus" Count

	Public		Private		Total		
	4 yr.	2 yr.	4 yr.	2 yr.	4 yr.	2 yr.	All
AAUP	31	22	31	1	62	23	85
NEA	56	248	17	3	73	251	324
AAUP-NEA	3	7	0	0	3	7	10
AAUP-AFT	26	1	0	0	26	1	27
AFT (AFL-CIO)	63	149	27	7	90	156	246
INDEPENDENT AND OTHER	5	31	8	1	13	32	45
TOTAL	184	458	83	12	267	470	737
Bargaining Rejected	32	17	42	3	74	20	94

Source: "Fact File Faculty Bargaining Agents on 737 Campuses," The Chronicle of Higher Education, September 23, 1981, 6,8.

Appendix B

FACULTY UNIONIZATION IN PUBLIC AND PRIVATE INSTITUTIONS OF HIGHER EDUCATION

An asterisk (*) indicates states that have collective bargaining laws applying to all of higher education. A dagger (+) indicates states with laws applying only to two-year colleges.

Unionization that has taken place at public institutions in the other states was done without benefit of legislation. Authority to engage in collective bargaining has existed since 1970 in private institutions under the National Labor Relations Act.

	Campuses		
State	Four-year	Two-year	Total
*Alaska	0	10	10
Arizona	0	4	4
*California	3	87	90
Colorado	7	9	16
*Connecticut	17	18	35
*Delaware	2	3	5
District of Columbia	6	0	6
*Florida	11	6	17
*Hawaii	2	7	9
Illinois	5	30	35
*Iowa	5	18	23
*Kansas	1	14	15
*Maine	8	7	15
Maryland	1	5	6
*Massachusetts	20	19	39
*Michigan	14	30	44
*Minnesota	9	18	27
Missouri	3	1	4
*Montana	4	2	6
*Nebraska	6	11	17
*New Hampshire	2	0	2
*New Jersey	21	16	37
New Mexico	1	0	1
*New York	68	46	114
Ohio	6	16	22
*Oregon	3	10	13
*Pennsylvania	25	16	41
*Rhode Island	6	2	8
*South Dakota	10	0	10
*Vermont	5	0	5
Virginia	1	0	1
+Washington	1	27	28
West Virginia	3	0	3
+Wisconsin	1	30	31
TOTAL	277	462	739

Appendix B

Sources: Directory of Faculty Contracts and Bargaining Agents in Institutions of Higher Education, New York: The National Center for the Study of Collective Bargaining in Higher Education and the Professions, Baruch College, City University of New York, Table Nine, "Status of State Collective Bargaining Legislation," January, 1981, p.57 for legislation, and pp. 2-32 for campuses covered. See also 1981 Community, Junior, and Technical College Directory, Washington, D.C.: The American Association of Community and Junior Colleges, 1981, passim.

Profile of 31 Urban Community Colleges

Appendix C

College	Type of Academic Year	Credit Enrollment as of October 1980			1971-1980 Community Education Enrollment	Faculty as of October 1980			Professional Staff as of October 1980	Administrators as of October 1980	1980-1981 Tuition & Required fees
		Full Time	Part Time	Total		Full Time	Part Time	Total			
CITY COLLEGES OF CHICAGO:											
Chicago City-Wide	Sem.	1537	7502	9039	2011	54	22	76	12	19	408
Chicago Urban Skills	Sem.	743	41147	41890	-	76	1550	1626	32	12	-
Kennedy-King	Sem.	3805	3603	7408	-	257	7	264	3	12	408
Loop	Sem.	2126	5130	7256	-	168	25	193	15	13	408
Malcolm X	Sem.	2038	2042	4080	4305	173	-	173	10	19	408
Olive Harvey	Other	2155	2277	4432	5038	165	-	165	27	10	510
Richard J. Daley	Sem.	1624	5486	7110	740	128	94	222	11	12	510
Truman	Sem.	2277	3360	6637	6176	174	26	200	-	14	408
Wilbur Wright	Sem.	2828	4191	7019	12981	193	10	203	3	12	408
Community Colleges of Allegheny County:											
Allegheny	Sem.	3267	2793	6060	18262	155	229	384	23	32	726
Boyce	Sem.	1231	2246	3477	8522	77	161	238	8	19	726
College Center-North	Sem.	318	2852	3170	22135	36	166	202	-	22	722
South	Sem.	1340	1838	3178	13500	80	295	375	14	25	726
Community Colleges of Baltimore - 2 campuses	Sem.	3608	4555	8163	4864	162	340	502	48	34	505
Central Piedmont	Qtr.	5789	10680	16469	35025	377	1238	1615	61	63	120
Charles S. Mott	Sem.	3191	7437	10628	19294	211	154	365	-	53	548

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College	Type of Academic Year	Credit Enrollment as of October 1980			1971-1980 Community Education Enrollment	Faculty as of October 1980			Professional Staff as of October 1980	Administrators as of October 1980	1980-1981 Tuition & Required fees
		Full Time	Part Time	Total		Full Time	Part Time	Total			
Chemeketa	Qtr.	4065	3968	8033	13875	208	642	850	20	35	450
City University of New York:											
Borough of Manhattan	Sem.	4970	3382	8352	246	318	324	642	-	52	980
Bronx	Sem.	4673	2212	6885	-	305	227	532	-	55	995
Hostos	Sem.	2363	348	2711	741	118	109	227	34	6	945
Kingsborough	Sem.	5519	2906	8425	7567	250	193	443	67	12	978
LaGuardia	Qtr.	5685	878	6563	7532	211	459	670	103	14	754
N.Y.C. Technical	Sem.	8703	4444	13147	9839	449	581	1030	59	59	969
Queensborough	Sem.	6887	4912	11799	-	398	326	724	-	63	925
Cuyahoga - 3 campuses	Qtr.	7254	19081	26335	5344	416	600	1016	-	19	585
Community College of Denver											
Auraria	Sem.	1328	2052	3380	850	86	75	161	-	28	531
North	Sem.	1836	2920	4756	1600	118	112	230	-	34	531
Red Rocks	Sem.	1614	3038	4652	3500	107	190	297	-	24	525
Green River	Qtr.	3152	3522	6674	1017	108	203	311	1	14	316
Henry Ford	Sem.	4220	12011	1623	2113	214	675	889	-	35	560
Joliet	Sem.	2820	7460	10280	1220	151	327	478	7	33	336

College	Type of Academic Year	Credit Enrollment as of October 1980			1971-1980 Community Education Enrollment	Faculty as of October 1980			Professional Staff as of October 1980	Administrators as of October 1980	1980-1981 Tuition & Required fees
		Full Time	Part Time	Total		Full Time	Part Time	Total			
Los Angeles Community College District:											
East Los Angeles	Sem.	4363	12465	16828	1800	278	316	594	51	20	-
Los Angeles City	Sem.	6279	13955	20234	-	289	136	425	54	21	-
Los Angeles Harbor	Sem.	3962	8863	12825	-	169	297	466	36	18	-
Los Angeles Mission	Sem.	517	3335	3852	-	61	64	125	9	9	-
Los Angeles Pierce	Sem.	6494	16460	22954	-	322	262	584	26	17	-
Los Angeles Southeast	Sem.	1849	5022	6871	6200	94	210	304	9	17	-
Los Angeles Trade-Tech.	Sem.	8512	8717	17229	-	248	385	633	5	38	-
Los Angeles Valley	Sem.	5084	17355	22439	9000	293	370	663	28	19	-
West Los Angeles	Sem.	2391	9775	12166	3831	127	236	363	25	21	-
Macomb County Community Colleges:											
Center	Sem.	1580	5335	6915	-	102	94	196	-	19	589
South	Sem.	4840	16674	21514	-	238	325	563	-	45	589
Maricopa County Community College District:											
Glendale	Sem.	3612	9402	13014	2500	155	334	489	14	9	172
Maricopa Technical	Sem.	965	2246	3211	-	63	97	160	10	5	172
Mesa	Sem.	4194	9403	13597	390	187	312	499	21	7	172
Phoenix	Sem.	3530	9965	13495	1785	180	71	251	-	8	45
Rio Salado	Sem.	144	9727	9871	3017	-	538	538	19	62	172
Scottsdale	Sem.	2093	4761	6854	750	94	200	294	1	6	172
South Mountain	Sem.	307	558	865	-	6	73	79	-	5	172

College	Type of Academic Year	Credit Enrollment as of October 1980 Full Time	Part Time	Total	1970-1980 Community Education Enrollment	Faculty as of October 1980 Full Time	Part Time	Total	Professional Staff as of October 1980	Administrators as of October 1980	1980-1981 Tuition & Required fees
Metropolitan (Kansas City)	Sem.	1311	2269	3580	3106	94	93	187	22	8	336
Miami Dade Community College:											
Medical Center	Other	737	1447	2184	-	89	64	153	4	7	384
New World Center	Other	1713	2741	4454	7055	128	301	429	17	14	384
North	Other	5260	7309	12569	14714	352	447	799	11	10	384
South	Other	6713	9616	16329	17188	297	292	589	9	13	384
Milwaukee Area Technical College:											
Central	Sem.	18525	17040	35565	81296	418	842	1260	79	92	405
North	Sem.	2806	9750	12556	9265	90	323	413	7	6	405
South	Sem.	2965	8389	11354	10553	98	238	336	9	7	405
West	Sem.	2967	11057	14024	12558	94	324	418	9	7	405
Moraine	Sem.	3178	7739	10917	29247	156	240	396	71	22	432
Morton	Sem.	970	2512	3482	307	68	98	166	-	13	360
Nassau	Sem.	11808	8788	20596	3055	493	746	1239	158	38	1000
Oakland Community College (1979 data)											
Auburn Hills	Sem.	1169	5269	6438	Not Available						
Highland Lakes	Sem.	495	2705	3198	Not Available						
Orchard Ridge	Sem.	1929	5204	7133	Not Available						
Southeast	Sem.	678	3236	3914	Not Available						

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Profile of 31 Urban Community Colleges

College	Type of Academic Year	Credit Enrollment as of October 1980			1971-1980 Community Education Enrollment	Faculty as of October 1980			Professional Staff as of October 1980	Administrators as of October 1980	1980-1981 Tuition & Required fees
		Full Time	Part Time	Total		Full Time	Part Time	Total			
Portland	Qtr.	6979	13479	20458	16237	343	1348	1691	24	85	432
Prairie State	Sem.	1608	4023	5631	302	99	231	330	-	17	468
Seattle - District VI											
North	Qtr.	2894	6370	9264	746	103	192	295	-	25	293
Central	Qtr.	4422	4745	9167	618	181	271	452	-	27	293
South	Qtr.	2165	4456	6621	210	77	185	262	-	19	293
St. Louis											
Florissant Valley	Sem.	3257	8227	11484	7200	157	280	437	15	23	447
Forest Park	Sem.	2268	5013	7281	2650	131	190	321	21	22	447
Meramec	Sem.	3784	7292	11076	8238	183	327	510	6	21	447
Thornton	Sem.	2319	7087	9406	10250	130	132	262	-	25	634
Triton	Sem.	5137	15338	20475	3632	223	892	1115	-	31	390
Wayne County	Sem.	5533	12853	18386	-	194	580	774	-	-	561
Wm. Rainey Harper	Sem.	4474	12950	17424	6672	194	410	604	48	25	600

Source: American Association of Community and Junior Colleges, 1981 Community, Junior, and Technical College Directory, Washington, D.C., April 1981.

SCOPE OF COLLECTIVE BARGAINING AGREEMENTS
at 25 Urban Community Colleges

Appendix D

College	Union	Duration of Contract	Years	Employees Covered: Teaching Faculty	Counselors	Librarians	Dept. Heads	Coordinators	Research Assistants	Lab/A-V Technicians	Part-Time
Chicago[1]	AFT Local 1600	1981-82	2	x	x	x	x	x		x	
Allegheny	AFT Local 2067	8/80-8/83	3	x	x	x	x			x	
Baltimore	AFT Local 1980	7/80-6/82	2	x	(Includes all full-time educational personnel who do not receive an administrative or supervisory differential and whose duties include teaching, counseling, or library service more than 50% of their time)						
C.S. Mott	Mott CC Education Assn.	8/80-8/82	2	x	x	x		x			x
Chemeketa	Chemeketa Education Assn.	9/79-6/82	3	x	x						x
CUNY	Profess. Staff Congress	9/80-8/82	2	x	x	x	x		x	x	x
Cuyahoga	AAUP	9/80-9/83	3	x	x	x	x	(only if they teach more than 50%)			
Green River	Green River Faculty Coalition	81-8/83	2	x	x	x	x			x	x
Henry Ford	AFT Local 1650	9/80-8/82	2	x	x	x	x				
Joliet	AFT Local 604	1979-82	3	x	x	x	x	(Administrative duties excluded)			
Los Angeles	AFT Local 1521	7/80-6/83	3	x	x	x	x				x

1. 1979-80 contract extended through 1981 and subsequently, through 1982.

SCOPE OF COLLECTIVE BARGAINING AGREEMENTS
at 25 Urban Community Colleges

Appendix D

College	Union	Duration of Contract	Years	Employees Covered: Teaching Faculty	Counselors	Librarians	Dept. Heads	Coordinators	Research Assistants	Lab/A-V Technicians	Part-Time
Macomb	MCCFO	8/81-8/83	2	x	x	x			x		
Milwaukee[2]	AFT Local 212	1980-81	1	x			x				50%
Minnesota[3]	Minn. CC Faculty Association	1979-81	2	x	x	x					
Moraine	AFT	1980-83	3	x	x	x		x		x	
Morton	AFT Local 1600	8/81-8/83	2	x	x	x	x				
Nassau	AFT Local 3150	9/79-8/82	3	x	x	x	x				
Oakland[4]	Oakland CC Fac. Assn.	9/79-8/81	3	x	x	x	x				
Portland	AFT Local 2277	7/81-7/83	2	x	x	x					
Prairie State	AFT Local 3816	1979-82	3	x		x	x	x			
Seattle	AFT Local 1789	10/80-6/83	3	x	x	x					
Thornton[5]	AFT Local 1600	1981-82	1	x	x	x		x			

2. 1977-80 contract extended through 1981. Negotiations currently underway.
3. Negotiations currently underway.
4. Negotiations currently underway.
5. 1977-79 contract extended through 1980 and subsequently, through 1982.

SCOPE OF COLLECTIVE BARGAINING AGREEMENTS
at 25 Urban Community Colleges

Appendix D

College	Union	Duration of Contract	Years	Teaching Faculty	Counselors	Librarians	Dept. Heads	Coordinators	Research Assistants	Lab/A-V Technicians	Part-Time
Triton	AFT Local 1600	7/81-6/83	2	x	x	x	x				
Wayne County	AFT Local 2000	1981-84	3	x	x	x	x	(unless given 100% released time for administrative duties)			x
Wm. Rainey Harper	AFT Local 1600	1980-81	1	x (See 7)			x	x			

6. Negotiations currently underway.
7. Bargaining unit shall not include any classified staff who have administrative responsibilities (other than department chairperson or coordinator), or anyone who has the responsibility for making meaningful recommendations for the hiring, firing, promotion, transfer, disciplining, or dismissal of other employees.

Appendix E

College	Percentage of faculty* who are part-time as of October 1980
CITY COLLEGES OF CHICAGO - ALL	55.5
City Colleges of Chicago - without CUSI	12.3
Chicago City-Wide	28.9
Chicago Urban Skills	95.3
Kennedy-King	2.7
Loop	13.0
Malcolm X	0.0
Olive Harvey	0.0
Richard J. Daley	42.3
Truman	13.0
Wilbur Wright	4.9
Community Colleges of Allegheny County - all	71.0
Allegheny	59.6
Boyce	67.6
College Center - North	82.2
South	78.7
Community Colleges of Baltimore 2 campuses	67.7
Central Piedmont	76.7
Charles S. Mott	42.2
Chemeketa	75.5
City University of New York - all community colleges	52.0
Borough of Manhattan	50.5
Bronx	42.7
Hostos	48.0
Kingsborough	43.6
LaGuardia	68.5
N.Y.C. Technical	56.4
Queensborough	45.0
Cuyahoga - 3 campuses	59.1
Community College of Denver - all	54.8
Auraria	46.6
North	48.7
Red Rocks	64.0

*Note: this is a percentage of faculty who are part-timers, not the percentage of instruction taught by part-timers.

College	Percentage of faculty who are part-time as of October 1980
Green River	65.3
Henry Ford	75.9
Joliet	68.4
Los Angeles Community College District - all	54.8
East Los Angeles	53.2
Los Angeles City	32.0
Los Angeles Harbor	63.7
Los Angeles Mission	51.2
Los Angeles Pierce	44.9
Los Angeles Southeast	69.1
Los Angeles Trade-Technical	60.8
Los Angeles Valley	55.8
West Los Angeles	53.8
Macomb County Community College - all	55.2
Center	48.0
South	57.7
Maricopa County Community College District - all	70.3
Maricopa County - without Rio Salado	61.3
Glendale	68.3
Maricopa Technical	60.6
Mesa	62.5
Phoenix	28.3
Rio Salado	100.0
Scottsdale	68.0
South Mountain	92.4
Metropolitan (Kansas City)	49.7
Miami Dade Community College - all	56.0
Medical Center	41.8
New World Center	70.2
North	55.9
South	49.6
Milwaukee Area Technical College	71.2
Central	66.8
North	78.2
South	70.8
West	77.5
Moraine	60.6

College	Percentage of faculty who are part-time as of October 1980
Morton	59.0
Nassau	60.2
Oakland Community College - all	N.A.
Auburn Hills	N.A.
Highland Lakes	N.A.
Orchard Ridge	N.A.
Southeast	N.A.
Portland	79.7
Prairie State	70.0
Seattle - District VI - all	64.2
North	65.1
Central	60.0
South	70.6
St. Louis Community College District - all	62.9
Florissant Valley	64.1
Forest Park	59.2
Meramec	64.1
Thornton	50.4
Triton	80.0
Wayne County	74.9
William Rainey Harper	67.9

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